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WALTER REED ARMY INST OF RESEARCH WASHINGTON DC
FORT ORD'S MERIT-REWARD SYSTEM: A CONTINGENCY MANAGEMENT PROGRAM--ETC(U)
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FORT ORD'S MERIT-REWARD SYSTEM:
A CONTINGENCY MANAGEMENT PROGRAM IN BASIC COMBAT TRAINING

AUG 29 1980

DTIC

(6) **William E. Datel, Ph.D.**
Walter Reed Army Institute of Research

(10) **1979**

Eleven years ago, at the command of General Phillip B. Davidson, Jr., Fort Ord tested, developed, and implemented a program of contingency management in Army basic combat training (BCT). The program was called the Merit-Reward System (MRS). In 1971 the United States Continental Army Command (CONARC) directed that the MRS be tested at several of the other U.S. Army Training Centers. The United States Naval Training Base at Orlando, Florida, adapted the MRS for testing with naval recruits in early 1971. At the same time, the U.S. Coast Guard Academy at New London, Connecticut, designed a program of contingency management along the lines of the MRS for training its entrants.

Now, a decade later, none of the armed services so far as I know, uses a system of contingency management to indoctrinate and train its members. Yet, recent observations at a large Army Training Center reveal problems similar to those present a decade ago: Use of a prison psychology (i.e., one invoking fear and punishment) to shape, control, and discipline new recruits; a training environment which frequently fails to challenge and "motivate;" faulty management of time and other resources; insufficient coordination of schedules and agendas; a disenchanted cadre who complain of excessive time demands, meddling officers, a sharp loss in status and autonomy, and a lack of available "tools" to train, correct, and discipline their charges; and the ever-present spectre of trainee abuse.

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In the time available to me this morning I should like to review with you the Merit-Reward System as it was conceived and applied at Fort Ord. Besides examining its structure and methodology we shall also look, as best we can, at its effects.

In the 1960s, work done at Fort Dix² and at Fort Ord,^{3,4} using the Zuckerman and Lubin Multiple Affect Adjective Check List,⁵ revealed that distress in recruits undergoing basic training reached very high levels (mid-cycle mean Dysphoria scores of 45 to 48)--much higher, in fact, than distress levels reached by helicopter ambulance medics on evacuation missions in Vietnam⁶ (mean Dysphoria score of 37.4), by Special Forces soldiers anticipating attack in Vietnam⁷ (mean Dysphoria score of 38.7), or by psychiatric patients (mean Dysphoria score of 41.3).⁸

(Slide #1: MAACL sheet--instrument used to collect distress data).

(Slide #2: Distress levels in basic training at Forts Dix and Ord).

(Slide #3: Comparison of mean Dysphoria scores from seven different samples).

These data on trainee distress levels prompted General Davidson, shortly after his assumption of command at Fort Ord, to form a task force to study trainee motivation and morale. It was out of this task force, chaired by my preventive medicine colleague, Dr. Llewellyn Legters, that the recommendation emerged to develop and test a contingency management system for basic training.

One of the accomplishments of the task force was to survey a sample of 528 trainees at Fort Ord with an instrument that requested a rating be assigned

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to the frequency of occurrence of some 209 events in the life of trainees.⁹ Four hundred sixty-six other trainees rated these same events (plus 53 additional items) on their motivational value. Seven-point scales were used, with a range of one to seven and a midpoint of 4.00. These slides illustrate the method:

(Slide #4: Frequency of occurrence scale).

(Slide #5: Motivational value scale).

Median values were calculated for each item, for example:

(Slide #6: "Having good chow," frequency).

(Slide #7: "Having good chow," motivational value).

We examined the internal consistency of the ratings, thusly:

(Slide #8: Consistency of trainee responses: similar items, similar ratings).

(Slide #9: Consistency of trainee responses: values accorded opposites = 8).

(Slide #10: Reliability coefficients of motivational value ratings).

Items that received high incentive ratings and low frequency ratings represented events that could be used as rewards (or as "primary reinforcement") in a program of contingency management. We discovered that most of the "freedom" or "privilege" items were so rated. The next slide shows some of these ratings:

(Slide #11: Selected items receiving high incentive and low frequency ratings).

There were other interesting findings in the survey. For example-- training events, such as receiving classroom instruction, throwing grenades, saluting, stacking arms, blousing boots, reviewing for the Graded Test, and going through the Confidence Course, were not perceived as aversive; for the most part, these high frequency events received slightly positive ratings.

Firing the rifle was a fairly strong incentive in its own right.

We now knew, from systematic inquiry, what events turned trainees on, for what events they would expend effort to experience. In a contingency management program we had only to place these consequences at the end of a chain of desired behaviors, and the desired behaviors would, ipso facto, be performed.

But, which behaviors? It was necessary to re-inquire into exactly what was desired of the soldier undergoing basic combat training. What was he to learn? What was he to be? Are housekeeping habits as important as physical fitness? In basic training, is drill and ceremonies more essential than expertise with the rifle?

These questions raise the following generic issues, which must be confronted in the design of any contingency management program: (a) which behaviors are to be reinforced; (b) how much reinforcement is to be allocated to each behavioral activity; (c) what will be the decision criteria for whether or not the prescribed behaviors are actually performed; and (d) how expensive are the rewards to be--what will be their price?

We approached these matters of reinforcement scheduling through deliberations, soliciting the judgments of a panel of experts (commanders and drill sergeants), and much empirical trial and error. Our system underwent many juggling and revisions before it was implemented post-wide in November 1970.

Our first medium of accountability in the Merit-Reward System was an individualized, plastic-laminated merit card, kept in the possession of each soldier at all times.¹⁰

(Slide #12: Merit Card, front).

The merit card was divided into eight segments--one segment for each week of training. The trainee could earn an absolute maximum of 50 merits per week, except in Week 8, when a maximum of 80 merits could be earned.

Each weekly segment was divided into seven different color fields. Each color field represented a distinct area of performance, such as inspections, readiness to begin the training day, the Drill Sergeant's daily summary evaluation, trainee leader evaluation, scores on written tests, and scores on performance tests. Using a railroad conductor's punch with a unique die (show punch to audience), the drill sergeant punched out the corresponding number of merits as the soldier performed the prescribed behaviors. (This arrangement necessitated a face-to-face encounter between drill sergeant and trainee at least once daily, thus providing an opportunity for social reinforcers to work their will).

The merit-earning activities were decoded on the reverse side of the card.

(Slide #13: Merit Card, back).

Merits were allocated both on a daily and a weekly schedule, on the basis of subjective ratings by the cadre and on the basis of objective test measures.

The portion at one end of the merit card listed each privilege by letter code (show Slide #12 again), the number of merits required to obtain each

privilege, and the week in which the privilege was available. Privileges were decoded on the reverse side of the card (show Slide #13 again).

At the end of each week, each soldier's merit earnings were tabulated from the card and recorded in a master platoon log.

(Slide #14: Platoon Merit Record Log).

Cash-in time was the weekly event wherein a formal inventory of the soldier's merit holdings was made and the soldier decided either to save his merits for a later, higher-order privilege or to spend them for an immediate privilege. The platoon log was also useful in tallying each soldier's total merit earnings for the cycle, thus enabling the selection for promotion to E-2 of the top 35% of the merit-earners.

In spite of the psychological advantages inherent in a personal document, the punch-card method of dispensing the secondary reinforcement proved unfeasible in the basic training setting. The number of trainees (40 to 50) per drill sergeant led to an excessive amount of time spent in punching the cards. Drill sergeants were frequently teased about wearing a punch and they did not relish serving as conductors on the BCT trolley! Consequently, in the "modified" MRS--the version of the MRS that was implemented post-wide--a platoon roster method was used in lieu of the merit card and the punch.

(Slide #15: Platoon roster).

Each soldier's merit earnings, by activity performed, were entered on the roster and posted daily on the platoon bulletin board. The roster proved to be a more feasible bookkeeping device and a more natural tool for the drill sergeant.

A program of contingency management requires that the rules be known to all and, therefore, that they be set forth in public, almost legalistic, detail. In the MRS at Fort Ord, three documents accomplished this purpose:

(1) The Post Regulation, dated 19 October 1970, directed the implementation of the MRS in all basic training units and provided overall guidance to unit commanders.

(2) The Drill Sergeant's Manual for the Merit-Reward System set forth the rationale and principles of the MRS, specified the activities on which a soldier could earn merits, gave the performance criteria for the awarding of merits in each activity, defined the privileges, listed the merits required to obtain each privilege, and provided other specific guidance on how the system operated.

(3) The Soldier Handbook for the Merit-Reward System was an abbreviated version of the Drill Sergeant's Manual. It was distributed to each trainee at the incoming company briefing he received and served as a convenient reference for the rules of the system.

In the 30 June 1972 revision of the Fort Ord MRS, the post regulation itself (see Appendix A) was sufficiently expository to eliminate the requirement for the other two documents.

We also designed a rather comprehensive scheme for monitoring the effects of training under the MRS on a company by company basis. In programs of contingency management, the question is often raised, "But who checks on the checkers?" Is not a system of rewards needed for the operators of the program?

We approached this problem by defining and measuring four areas related to the goals of company basic training. Here are the four areas:

(Slide #16: Four Areas of Unit Analysis Report).

Scores from these four areas made up what was called the Unit Analysis Report, or UAR, a quantitative assessment of each basic training company's overall functioning for the cycle. One of the explicit purposes of the Unit Analysis Report as stated in the post regulation which governed it (see Appendix B) was "to serve as a means of identifying, and as a basis for rewarding, outstanding achievement by cadre personnel."

The four areas were measured as follows:

(1) Company administration was measured by the Company Evaluation Inventory (CEI), a set of 50 assertions relating to the fidelity of MRS administration, to company leadership and operation, and to overall attitude toward the company and the Army. The trainees rated their degree of endorsement of each assertion on a 7-point scale.

(2) Morale was conceptualized as the reverse of dysphoria, so the MAACL scale was inverted to reflect morale instead of ill-feeling. Later in the program, the Military Morale Inventory, or MMI, was developed and served as an equivalent substitute for the MAACL.^{11,12} Here is a copy of the MMI:

(Slide #17: Military Morale Inventory).

The items are a subset of those on the MAACL, selected as a result of a cluster analysis performed on MAACL data.

(Slide #16: Four Areas of UAR).

(3) Attrition was classified on the basis of chargeable and non-chargeable losses to the company. Company scores on the attrition component of the UAR were derived from the chargeable losses only.

(4) Performance was measured by reference to the company's performance on the three big tests in BCT: Physical Combat Proficiency (PCPT), Basic Rifle Marksmanship (BRM), and the end-of-cycle Graded Test.

So much for this sketchy once-over of the development and structure of the Fort Ord Merit-Reward System. In the time remaining, I should like to discuss briefly MRS effects or outcomes.

For the most part, trainees liked the Merit-Reward System. The next two slides show how the "liking item" was rated by the first two companies used to test and develop the punch-card system.

(Slide #18: B-5-3 rating of "Trainees like the MRS").

(Slide #19: B-5-1 rating of "Trainees like the MRS").

When we asked these same trainees to rate the workability and feasibility of the punch-card MRS, we obtained these results:

(Slide #20: "MRS is too complicated" B-5-3).

(Slide #21: "MRS is too complicated" B-5-1).

(Slide #22: "Rules and agreements are observed").

(Slide #23: "Too much time taken up punching cards" B-5-3).

(Slide #24: "Too much time taken up punching cards" B-5-1).

(Slide #25: "Privileges do become available as promised").

These results looked encouraging enough for us to continue on.

Soon, CONARC pressed Fort Ord to run a two-battalion test of the punch-card MRS. Performance test score results on the 13 MRS companies are compared with 21 control, non-MRS companies in the next slide.

(Slide #26: Performance score results, CONARC test).

The MRS companies did better than the control companies on PCPT and on the Graded Test. While MRS had fewer failures on BRM, the control companies scored almost a point higher.

The next slide shows the attrition results.

(Slide #27: Personnel loss rates).

The MRS companies had fewer AWOLs, fewer recycles, less confinement, fewer Article XVs, and fewer courts-martial.

Morale results are shown in the next slide.

(Slide #28: Morale results).

Morale data in the 13 MRS companies, as measured by the MAACL, showed improvement over pre-MRS Fort Ord morale data. We also compared the MRS morale scores against 10 units running concurrently with the MRS and receiving privileges under an honor platoon system.

On items from the Company Evaluation Inventory having to do with company administration, leadership, and trainee attitude, the 13 MRS units turned in better 7-point scale ratings than the five control units upon which we gathered comparable data. Here are the results:

(Slide #29: Company Evaluation Inventory results).

From this two-battalion, CONARC-directed test, we concluded that there was a measurable improvement resulting from the MRS method of basic combat training. However, we also learned that the system was not trouble-free,

particularly in the areas of design, execution, and cadre acceptance of the system as a training method. In fact, based upon the information learned from the two-battalion test, Fort Ord recommended to CONARC that the MRS, in its tested form, not be adopted for implementation at all U.S. Army Training Centers.

Instead, we revised the original MRS into what we called the modified MRS. As previously mentioned, we substituted platoon rosters for the card and the punch, and we made a number of other design changes: Reduced the activity areas from 7 to 5; reduced the weekly merit base from 50 to 25; reduced the privilege schedule from 5 to 3; simplified the carry-over of merits from one week to the next; simplified the subjective ratings made by the cadre to a binary decision.

After the redesign was complete, and without further testing, General Davidson ordered the modified MRS put into effect in all BCT companies at Fort Ord, as they filled, beginning on 2 November 1970.

Approximately one month later, in December 1970, Fort Ord was designated by the Department of the Army as one of the field sites for pre-testing of the all-volunteer Army concept--and soon all hell broke loose!

This operation was known as Project VOLAR. Fort Ord became the recipient of five million dollars, which it was ordered to spend quickly on "innovations" such as barracks renovation. Many changes came at once: beer in the barracks, relaxation on the wearing of civilian clothes, liberalization of privileges for trainees, a criterion-referenced approach to the basic training program of instruction (called the Experimental Volunteer Army Training Program), and the Army's initial excursion into organizational development methods. In March

of 1971, Fort Ord underwent a change in its own leadership: General Davidson departed for ACSI and General Moore assumed command.

All of these happenings made it impossible to isolate and evaluate the implemented MRS as a single program. Whereas our small operation in the Directorate of Plans and Training had been concerned exclusively with MRS design, development, evaluation, and monitoring, we now became responsible for evaluating all of the innovations in Project VOLAR,¹³ an all but impossible task. Fort Ord's participation in Project VOLAR is documented by Moore and Tuten.¹⁴

Morale certainly improved during this time period as the next two slides will show, but how much of this improvement was due to MRS presence is anyone's conjecture.

(Slide #30 & 31: Morale in BCT).

I left Fort Ord and the Department of the Army in September 1972. My contacts with the Post after that time were few and from a long distance. I do not know exactly when or why the MRS was discontinued at Fort Ord, but it must have withered away sometime in 1973. Not too long after that, but for reasons totally unrelated I am sure, Fort Ord surrendered its basic training mission.

(For delivery at the symposium entitled "Applied Behavior Analysis in the Military," American Psychological Association annual meetings, Montreal, Canada, September 1-5, 1980).

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¹⁴Moore, H. G., & Tuten, J. M. Building a Volunteer Army: The Fort Ord Contribution. Department of the Army, Washington, D.C. U.S. Government Printing Office, 1975. (Stock No. 008-020-0566-5).

MULTIPLE AFFECT

ADJECTIVE

CHECK LIST

BY MARVIN ZUCKERMAN
AND
BERNARD LUBIN

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DIRECTIONS: On this sheet you will find words which describe different kinds of moods and feelings. Blacken in the space beside the words which describe your feelings.

DURING THE PAST WEEK

Some of the words may sound alike, but we want you to mark all the words that describe your feelings.
Work rapidly.

- BE SURE TO USE A #2 PENCIL
- DO NOT USE A BALL POINT PEN OR INK
- KEEP YOUR ANSWER SHEET CLEAN
- DO NOT MAKE STRAY MARKS
- ERASE ERRORS COMPLETELY

1	ACTIVE	34	DEVOTED
2	ADVENTUROUS	35	DISAGREEABLE
3	AFFECTIONATE	36	DISCONTENTED
4	AFARID	37	DISCOURAGED
5	AGITATED	38	DISGUSTED
6	AGREEABLE	39	DISPLEASED
7	AGGRESSIVE	40	ENERGETIC
8	ALIVE	41	ENRAGED
9	ALONE	42	ENTHUSIASTIC
10	AMIABLE	43	FEARFUL
11	AMUSED	44	FINE
12	ANGRY	45	FIT
13	ANNOYED	46	FORLORN
14	AWFUL	47	FRANK
15	BASHFUL	48	FREE
16	BITTER	49	FRIENDLY
17	BLUE	50	FRIGHTENED
18	BORED	51	FURIOUS
19	CALM	52	GAY
20	CAUTIOUS	53	GENTLE
21	CHEERFUL	54	GLAD
22	CLEAN	55	GLOOMY
23	COMPLAINING	56	GOOD
24	CONTENTED	57	GOOD-NATURED
25	CONTRARY	58	GRIM
26	COOL	59	HAPPY
27	COOPERATIVE	60	HEALTHY
28	CRITICAL	61	HOPELESS
29	CROSS	62	HOSTILE
30	CRUEL	63	IMPATIENT
31	DARING	64	INCENSED
32	DESPERATE	65	INDIGNANT
33	DESTROYED	66	INSPIRED

NAME _____

AGE _____ SEX _____ DATE _____ TIME _____
M or F

SCHOOL OR ORGANIZATION _____

GRADE OR OCCUPATION _____

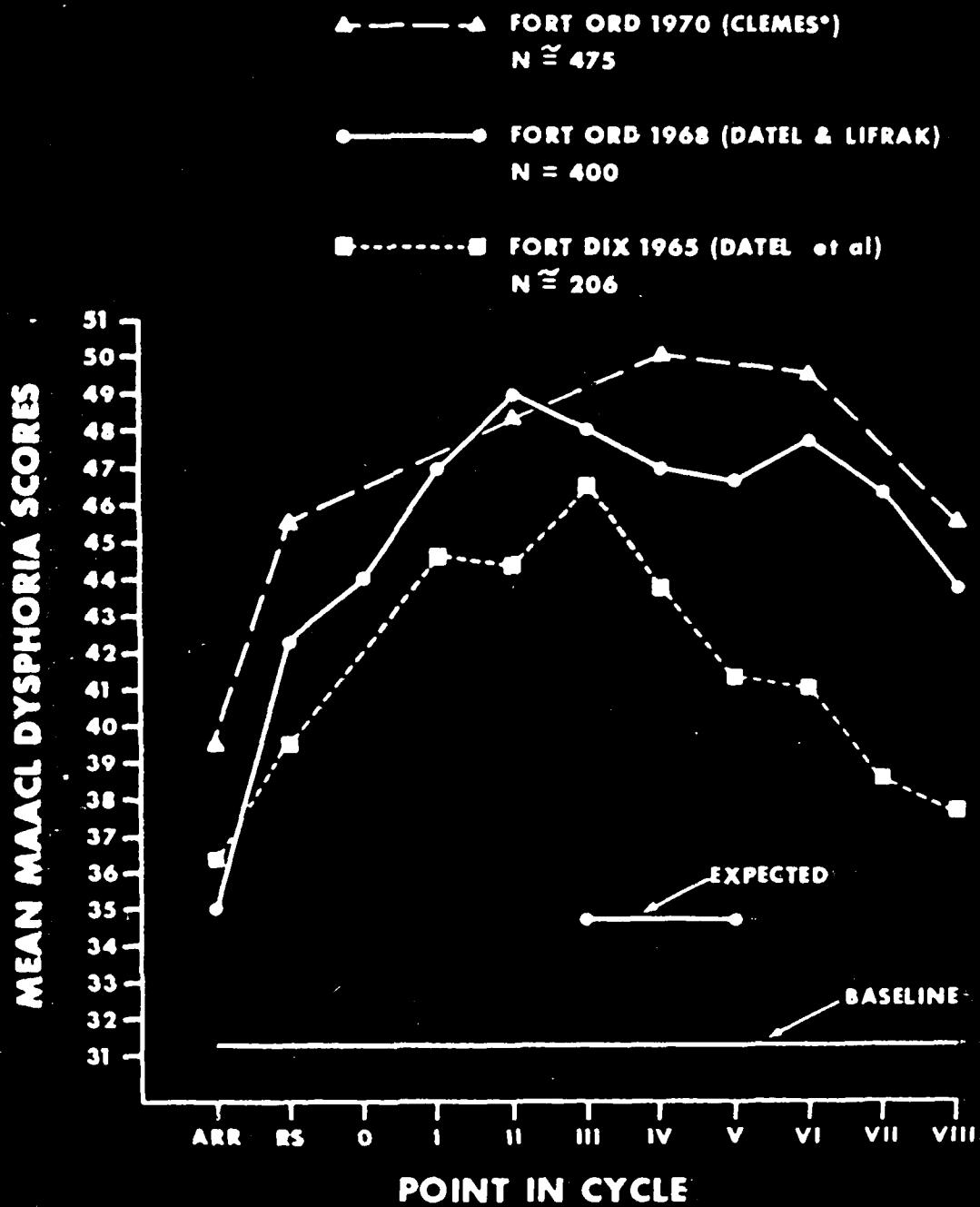
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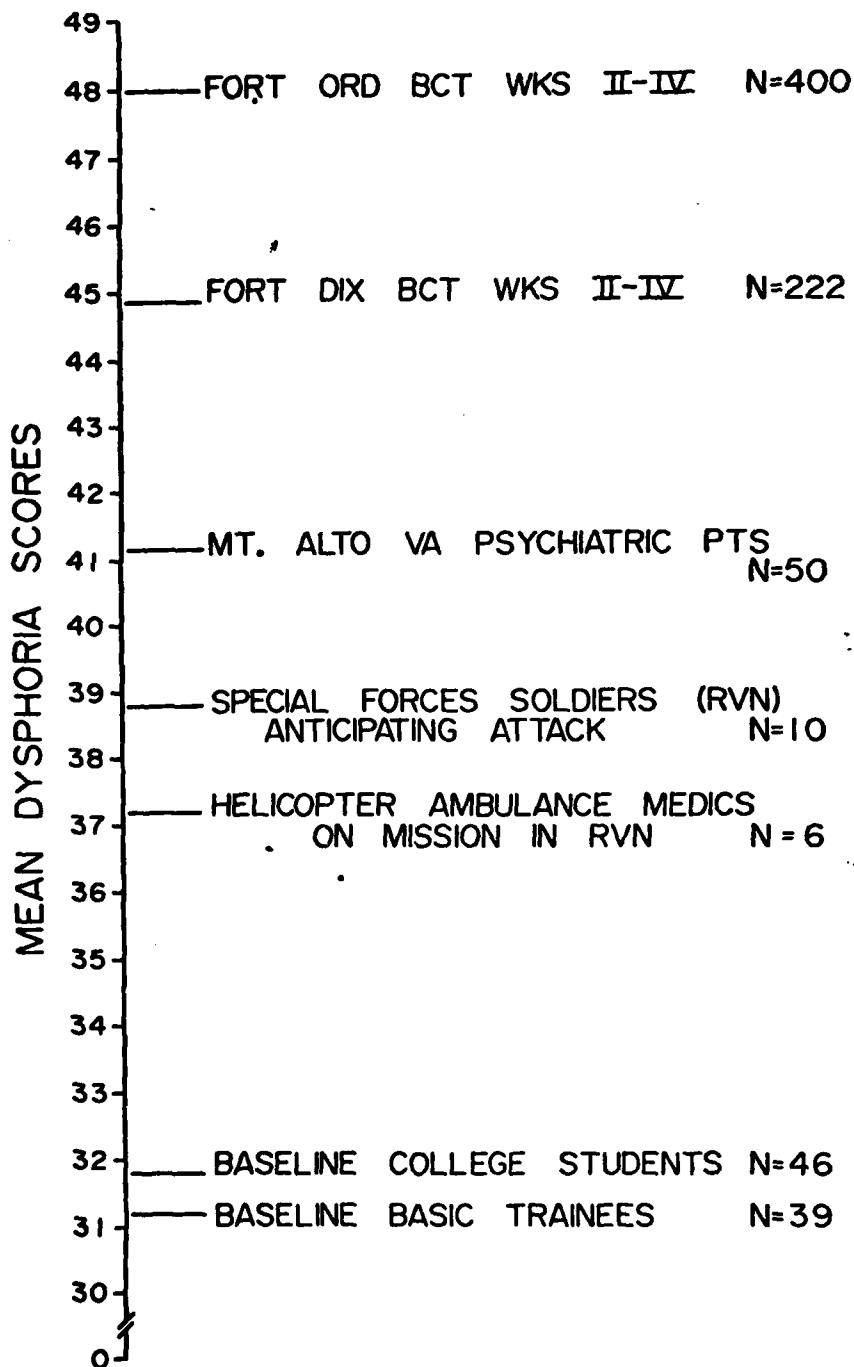
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67	INTERESTED	100	SATISFIED
68	IRRITATED	101	SECURE
69	JEALOUS	102	SHAKY
70	JOYFUL	103	SHY
71	KINDLY	104	SOOTHED
72	LONELY	105	STEADY
73	LOST	106	STUBBORN
74	LOVING	107	STORMY
75	LOW	108	STRONG
76	LUCKY	109	SUFFERING
77	MAD	110	SULLEN
78	MEAN	111	SUNK
79	WEEK	112	SYMPATHETIC
80	MERRY	113	TAME
81	MILD	114	TENDER
82	MISERABLE	115	TENSE
83	NERVOUS	116	TERrible
84	OBLIGING	117	TERIFIED
85	OFFENDED	118	THOUGHTFUL
86	OUTRAGED	119	TIRED
87	PANICKY	120	TORMENTED
88	PATIENT	121	UNDERSTANDING
89	PEACEFUL	122	UNHAPPY
90	PLEASED	123	UNSOCIAL
91	PLEASANT	124	UPSET
92	POLITE	125	VEDED
93	POWERFUL	126	WARN
94	QUIET	127	WHOLE
95	RECKLESS	128	WILD
96	REJECTED	129	WILFUL
97	ROUGH	130	WILTED
98	SAD	131	WORRYING
99	SAFE	132	YOUNG

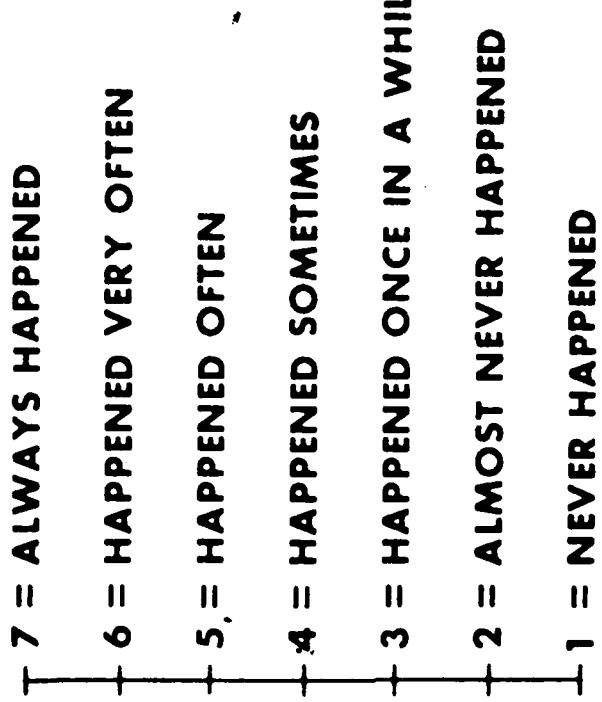
DISTRESS AROUSAL IN BCT



COMPARISON OF THE MAGNITUDE OF
MEAN DYSPHORIA SCORES FROM SEVEN
DIFFERENT SAMPLES.



FREQUENCY OF OCCURRENCE SCALE



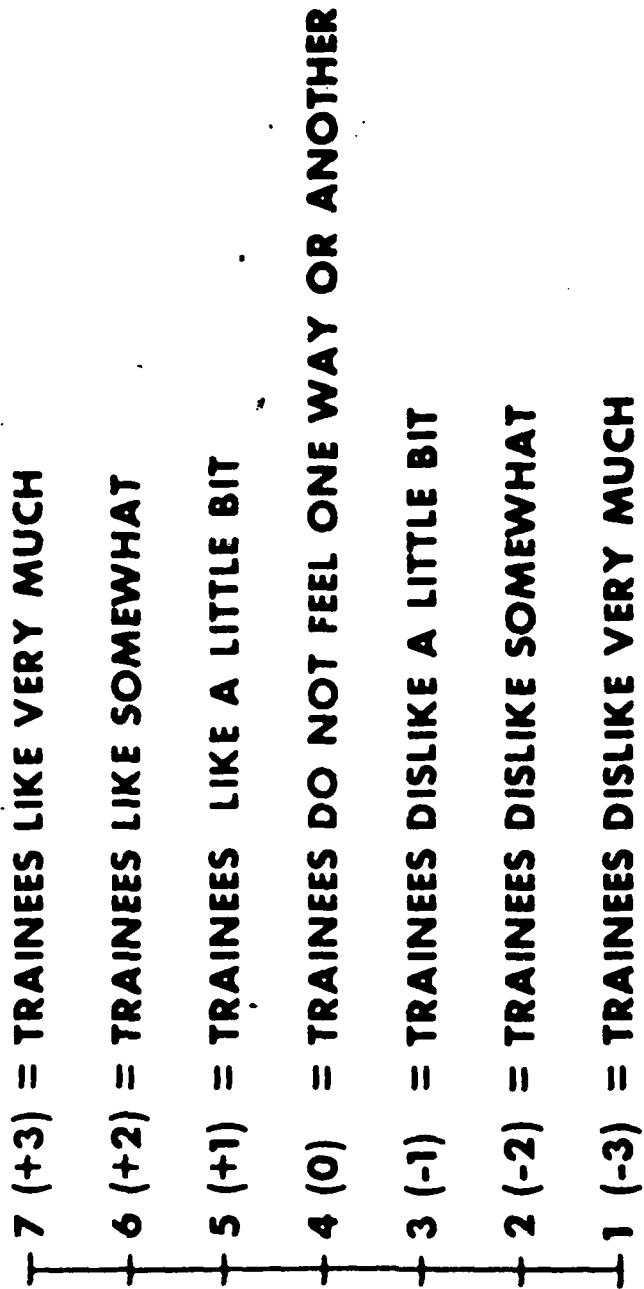
SAMPLE ITEM

HAVING A UNIT PARTY
BEING CALLED BAD NAMES
SALUTING

ENCIRCLE RATING

1 2 3 4 5 6 7
1 2 3 4 5 6 7
1 2 3 4 5 6 7

MOTIVATIONAL VALUE SCALE



SAMPLE ITEM

SERVING AS A SQUAD LEADER

POLISHING BOOTS

MAKING A PHONE CALL

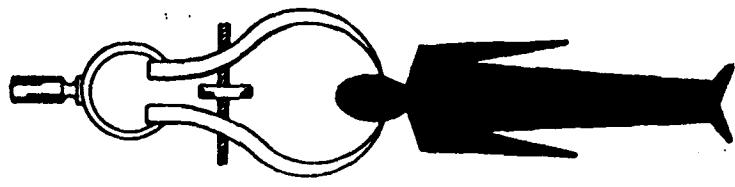
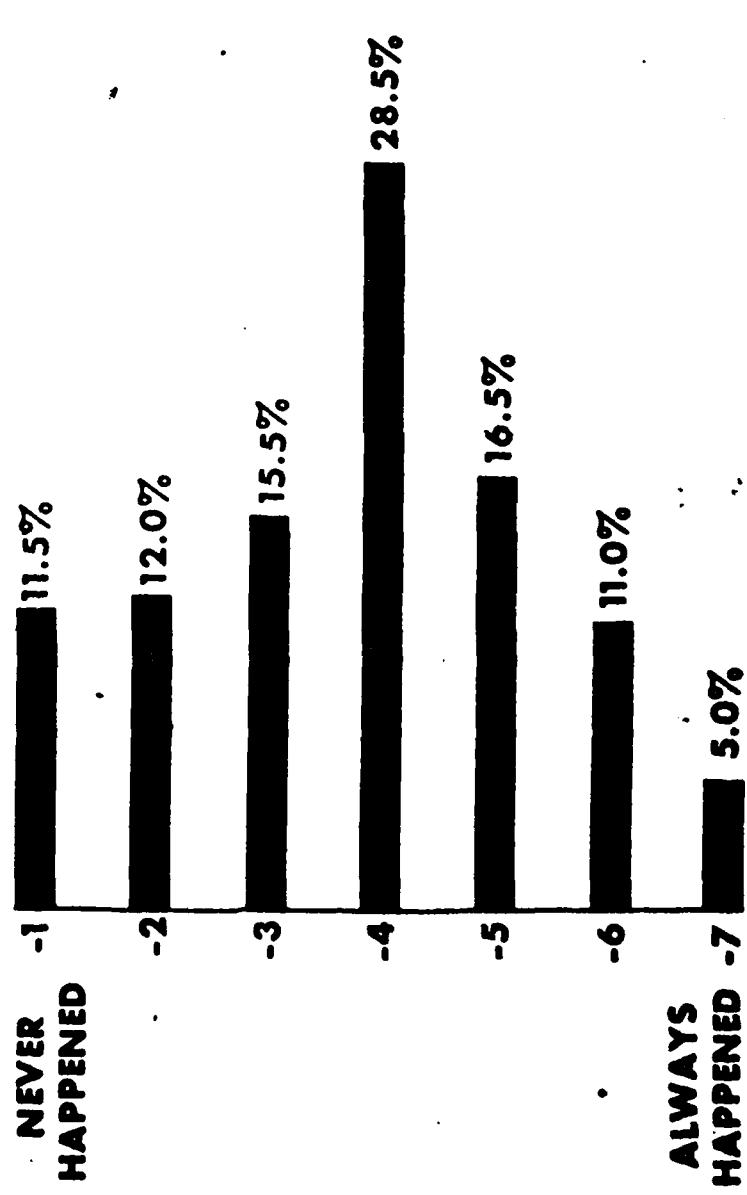
ENCIRCLE RATING

+3	+2	+1	0	-1	-2	-3
+3	+2	+1	0	-1	-2	-3
+3	+2	+1	0	-1	-2	-3

Trainee Motivation and Morale



ITEM #152/HAVING GOOD CHOW / MDN 3.89

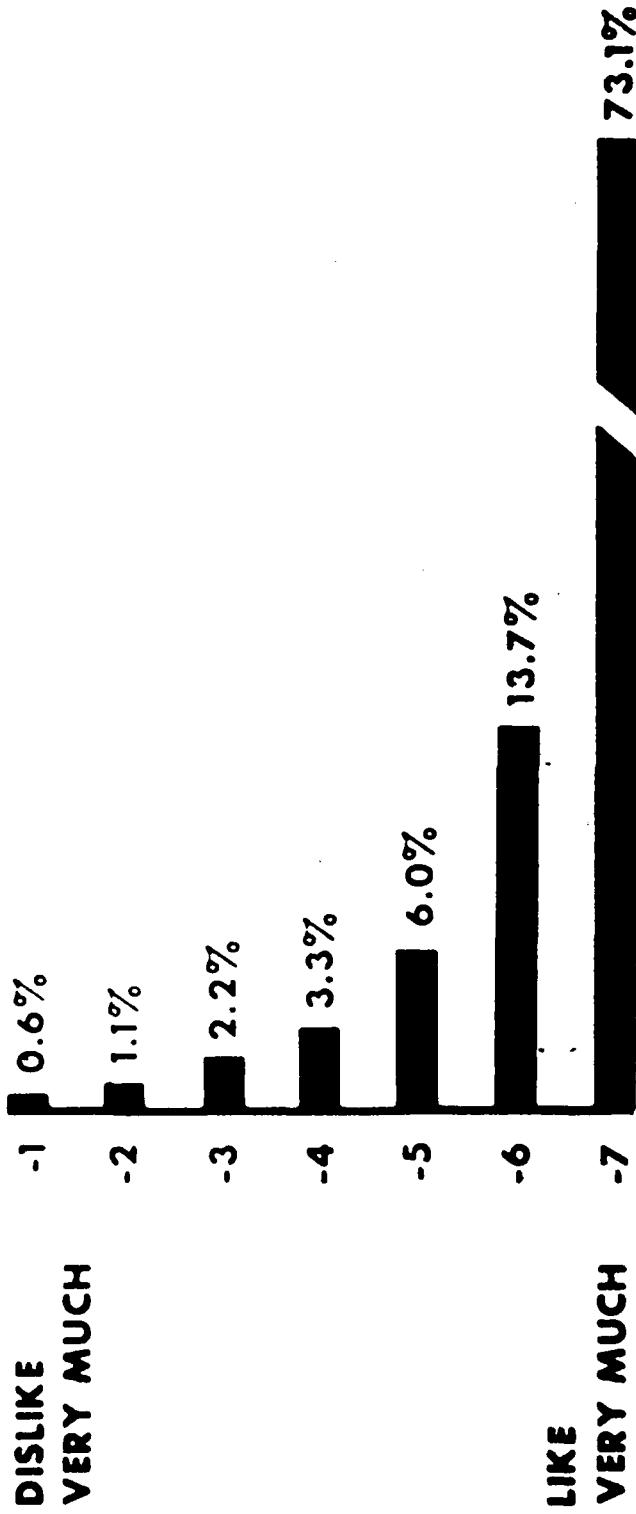


Traditional Montessori and Montalte



ITEM # 152 / HAVING GOOD CHOW

MDN 6.82



CONSISTENCY OF TRAINEE RESPONSES

SIMILAR ITEMS - SIMILAR RATINGS

	<u>MOTIVATIONAL VALUE</u>	<u>FREQUENCY</u>
--	-------------------------------	------------------

A. 136. WAITING IN LINE.	1.72	6.86
164. HAVING TO WAIT IN LINE.	1.69	6.83
B. 135. FIRING THE RIFLE.	5.30	5.68
234. FIRING FOR RECORD.	5.21	-

CONSISTENCY OF TRAINEE RESPONSES

SUMS OF VALUES ACCORDED PRECISE OPPOSITES \approx 8

	<u>MOTIVATIONAL VALUE</u>	<u>FREQUENCY</u>	
A. 152. HAVING GOOD CHOW.	6.82	3.89	3.28
III. HAVING "LOUDY" CHOW.	1.22	4.69	4.19
	<u>8.04</u>	<u>8.58</u>	<u>7.47</u>
B. 175. HAVING PLENTY OF TIME TO EAT.	6.74		
42. HAVING ONLY A FEW MINUTES TO EAT.	1.29		
	<u>8.03</u>		

AGREEMENT BETWEEN GROUPS OF JUDGES
ON MOTIVATIONAL VALUE OF EVENTS

GROUPS OF JUDGES

RELIABILITY COEFFICIENT (r)

BCT - AIT

.973

BCT - CST

.974

AIT - CST

.985

SELECTED ITEMS RECEIVING HIGH INCENTIVE AND LOW FREQUENCY RATINGS

<u>Item</u>	<u>Motivational Value</u>	<u>Frequency</u>
Being given a 3-day pass.	6.93	1.07
Being able to go off post with his wife or girl.	6.91	1.02
Being able to go to the movies by himself.	6.76	1.01
Being able to go off post to a movie.	6.75	1.02
Having 24-hour Post privileges for one week.	6.75	1.01
Receiving a twenty-dollar award.	6.74	1.01
Being able to have his hair cut the way he likes it.	6.73	1.02
Receiving a special promotion in rank (E-2).	6.73	1.24
Wearing civilian clothes.	6.67	1.01



Merit-Reward System



Merit-Reward System



ACTIVITIES

- MORNING TRAINING FORMATION (MON-FRI)
- DAILY DS EVALUATION (MON-FRI)
- DAILY INSPECTION (MON-FRI)
- SATURDAY INSPECTION AND WEEKLY PLATOON RATING
- WEEKEND TRAINEE LEADER EVALUATION
- MISCELLANEOUS
- PERFORMANCE TESTING

PRIVILEGES

- A WEEKEND MOVIE
- B SATURDAY NIGHT ON-POST (1800-2300)
- C SUNDAY ON-POST (1000-2130)
- D SUNDAY OFF-POST (1000-2130)
- E OVERNIGHT WEEKEND PASS
(SAT PM - SUN 2130)
- F CONSIDERATION FOR PROMOTION TO
E-2 OR E-3 (TOP 35% OF MERIT EARNERS)
- G SUSPENSION OF CASH-IN



Merit-Reward System



PLAYBOY

NAME _____
NO. _____

PLATOON MERIT LOG

WEEK _____

PLATOON MERIT LOG

UNIT ANALYSIS REPORT

Area Measured

Administration

Method of Measurement

Company Evaluation Inventory (CEI)

Morale

MAACL/MMI

Attrition

Chargeable losses

Performance

PCPT/BRM/Graded Test

MILITARY MORALE INVENTORY

INSTRUCTIONS: Below is a list of words which can be used to describe a soldier's morale or "feeling state."

We want you to summarize your morale for the past week. Blacken in the space alongside the words that best describe the way you have felt during the past week.

Although some of the words may seem similar to each other, please mark all of the words that describe the main feelings you have experienced during the past week.

The results of this inventory are scored by machine; therefore:

- Use the pencil provided (# 2 pencil)
- Keep answer sheet clean
- Erase stray marks and errors completely
- Do not fold or tear answer sheet

There is no time limit. When finished, turn your answer sheet face down.

	HOUR									
<input type="checkbox"/>	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11
<input type="checkbox"/>	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11
<input type="checkbox"/>	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11
<input type="checkbox"/>	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11

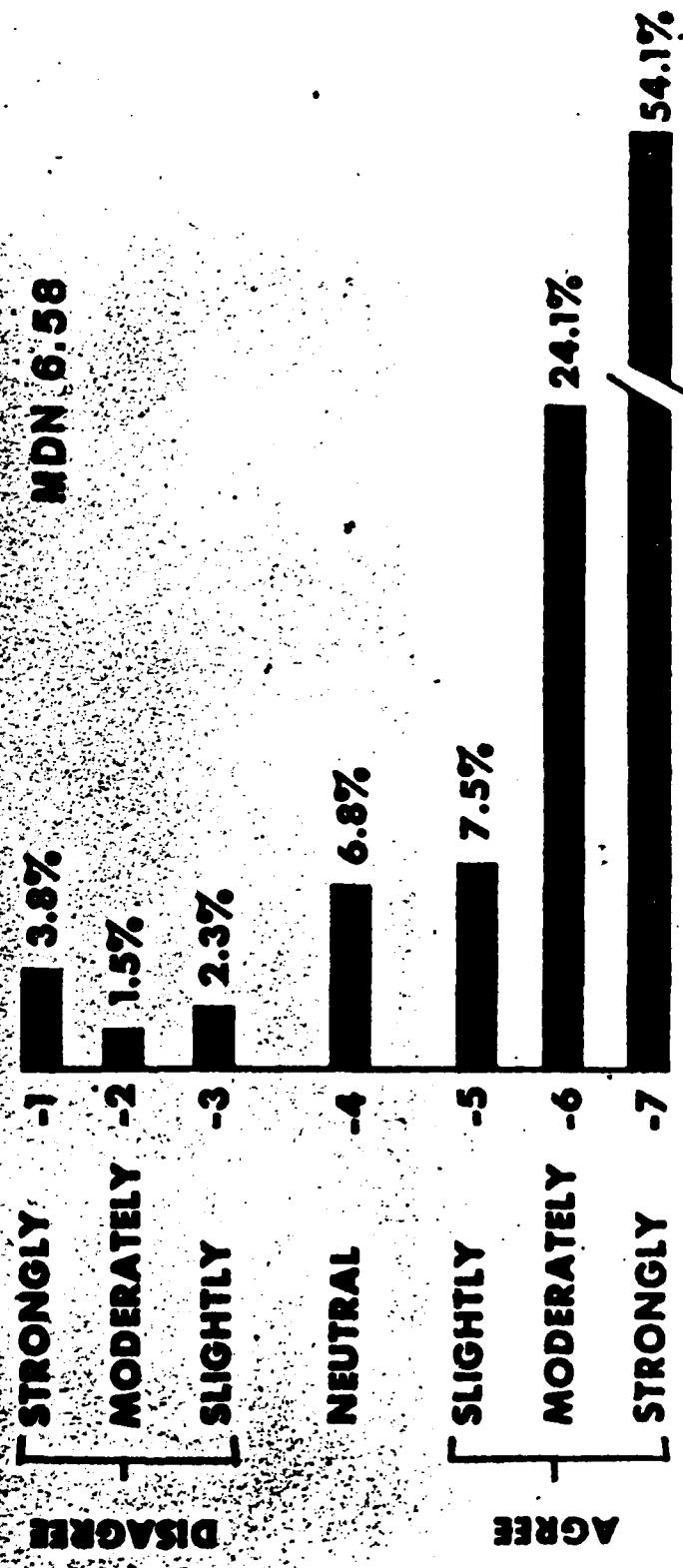
1. ACTIVE	21. CROSS	41. GOOD-NATURED	61. PEACEFUL
2. ADVENTUROUS	22. DISAGREEABLE	42. HAPPY	62. PLEASED
3. AGITATED	23. DISCONTENTED	43. HEALTHY	63. PLEASANT
4. AGREEABLE	24. DISCOURAGED	44. HOPELESS	64. RELAXED
5. AGGRESSIVE	25. DISGUSTED	45. IMPATIENT	65. RESENTFUL
6. ALIVE	26. DISPLEASED	46. INSPIRED	66. SAD
7. ALONE	27. DOWNCAST	47. INTERESTED	67. SAFE
8. ANGRY	28. EMBARRASSED	48. IRRITATED	68. SATISFIED
9. ANNOYED	29. ENERGETIC	49. JOYFUL	69. SECURE
10. ASHAMED	30. ENTHUSIASTIC	50. KINDLY	70. STRONG
11. AWFUL	31. EXCITED	51. LONELY	71. SUFFERING
12. BITTER	32. FINE	52. LOST	72. TENSE
13. BLUE	33. FIT	53. LOVING	73. TERRIBLE
14. BORED	34. FREE	54. LOW	74. TORMENTED
15. CAREFREE	35. FRIENDLY	55. LUCKY	75. UNDERSTANDING
16. CHEERFUL	36. FURIOUS	56. MAD	76. UNEASY
17. COMPLAINING	37. GAY	57. MERRY	77. UNHAPPY
18. CONFIDENT	38. GLAD	58. MISERABLE	78. UPSET
19. COOL	39. GLOOMY	59. NERVOUS	79. WONDERFUL
20. COOPERATIVE	40. GOOD	60. OFFENDED	80. WORRYING #17



Merit-Reward System



ITEM: TRAINEES LIKE THE MERIT-REWARD SYSTEM



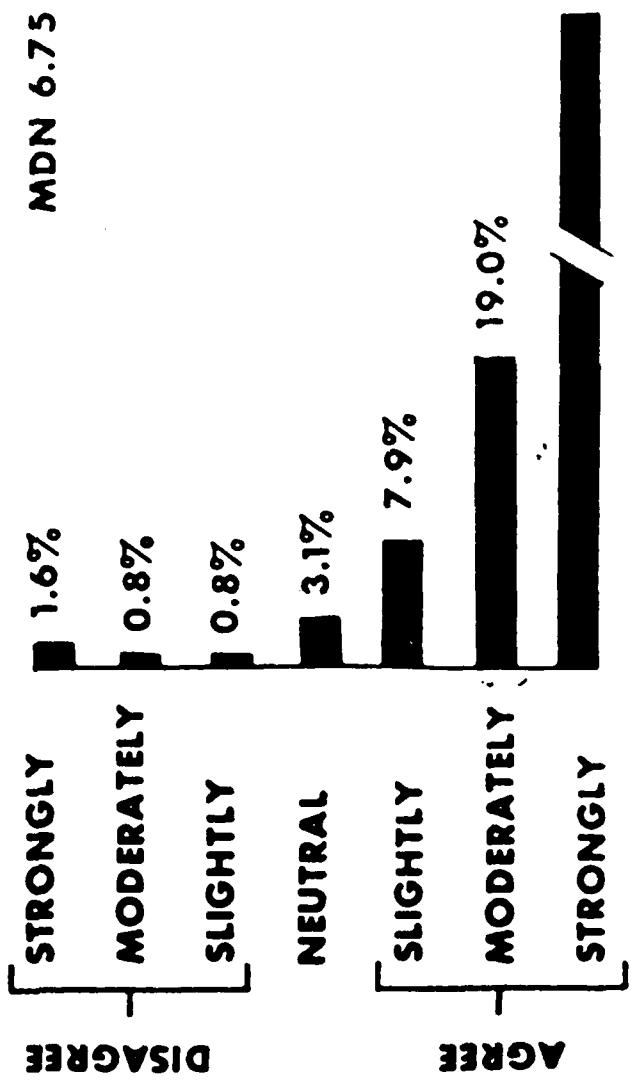


Merit-Reward System



B-5-1

ITEM: TRAINEES, LIKE THE M-R SYSTEM



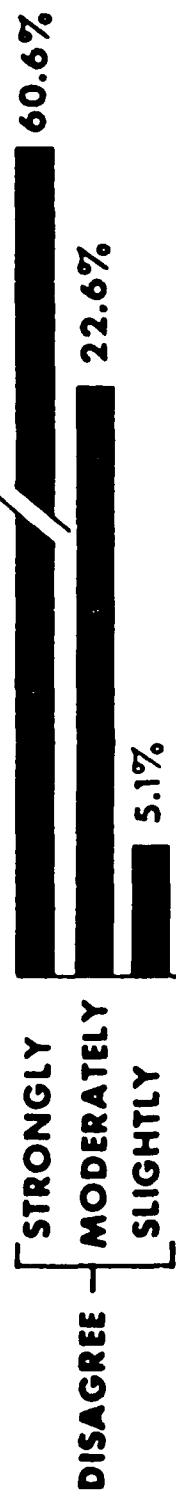


Merit Reward System



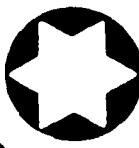
ITEM: THE M-R SYSTEM IS TOO COMPLICATED TO BE
UNDERSTOOD AND FOLLOWED BY TRAINEES AND CADRE

B-5-3



MDN 1.33



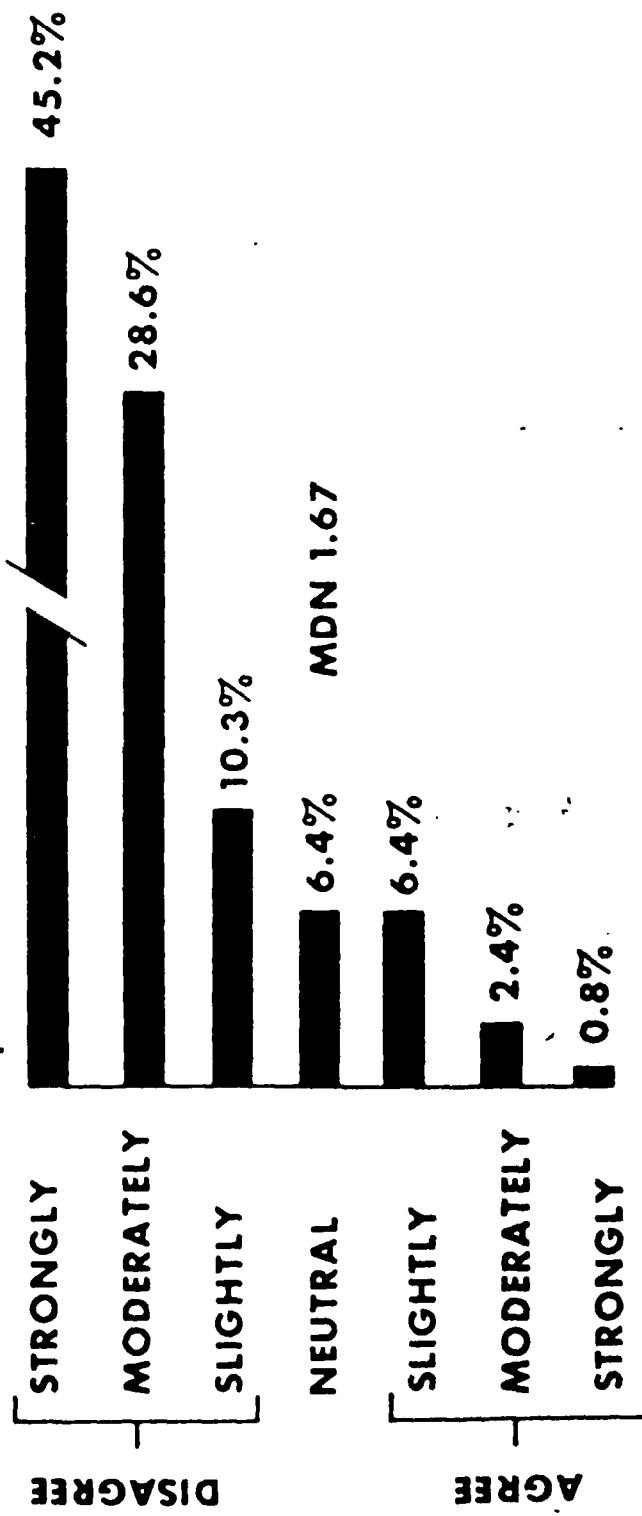


Merit-Reward System



B-5-1

ITEM: THE M-R SYSTEM IS TOO COMPLICATED TO BE UNDERSTOOD AND FOLLOWED BY TRAINEES AND CADRE



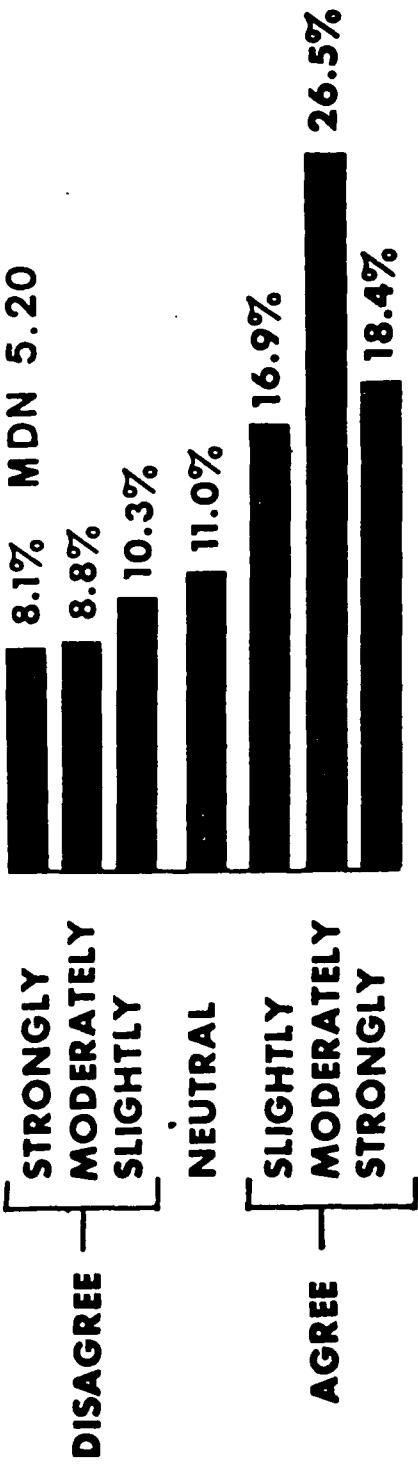


Merit-Reward System

Item: The Rules and Agreements of the Merit-Reward System are Observed by the Cadre



B-5-3

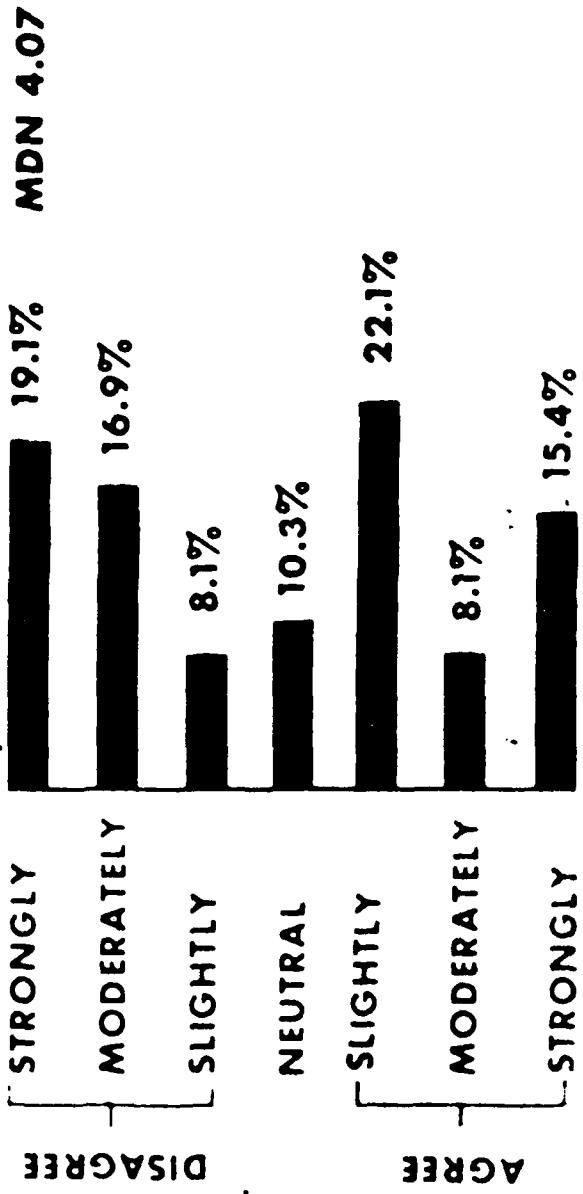


Merit-Reward System



B - 5 - 3

ITEM: TOO MUCH TIME IS TAKEN UP IN PUNCHING CARDS



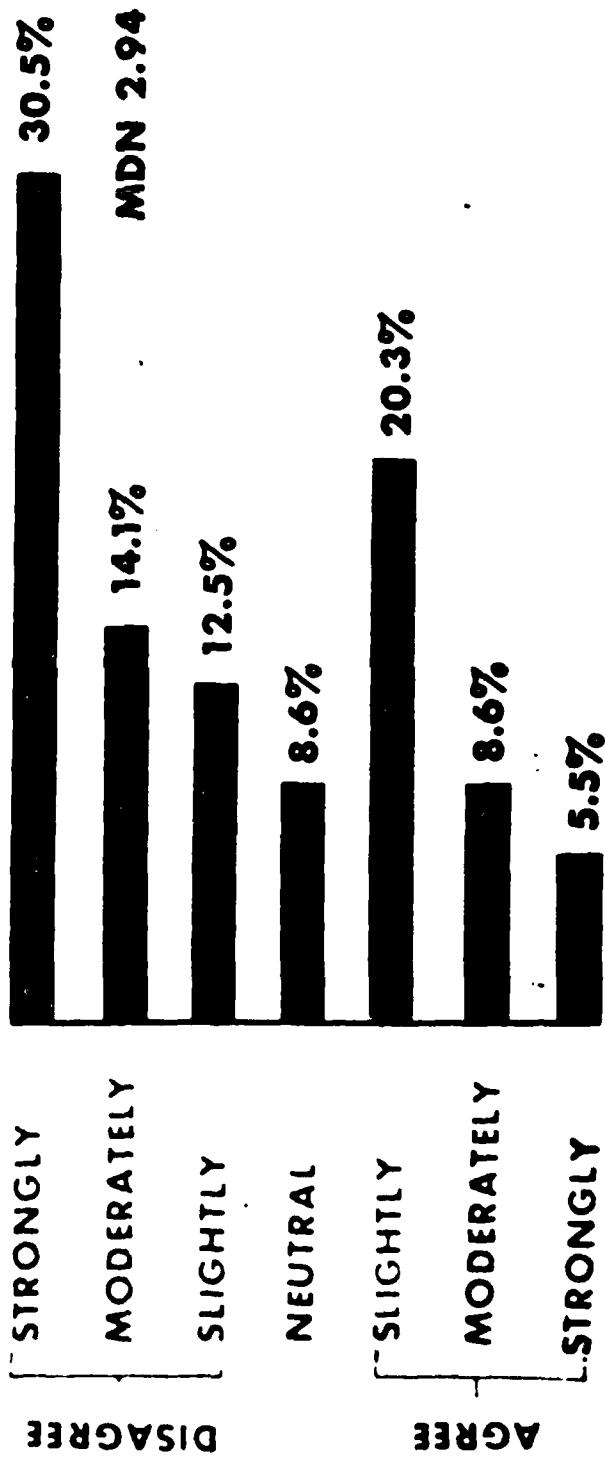


Reward System

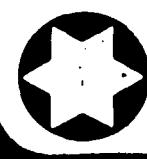


B 5 1

ITEM: TOO MUCH TIME IS TAKEN UP IN PUNCHING CARDS

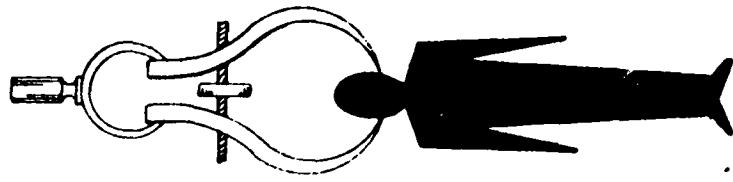
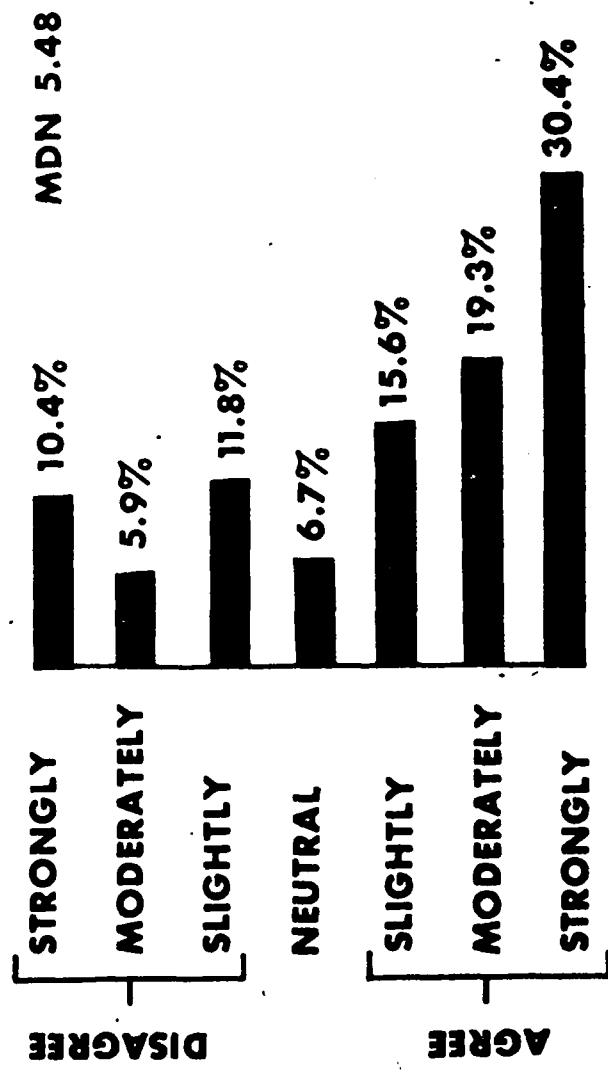


Merit-Reward System



B-5-3

ITEM: PRIVILEGES DO BECOME AVAILABLE AS PROMISED



CONARC-DIRECTED TEST OF MRS: PERFORMANCE RESULTS

<u>Type Company</u>	BRM ¹		PCPT ²		Graded Test	
	<u>Avg</u>	<u>%Bolo</u>	<u>Avg</u>	<u>%Fail</u>	<u>Avg</u>	<u>%Fail</u>
Merit-Reward (N=13 companies)	67.13	1.56	423.89	0.90	63.30	7.39
		0.00	405.65	3.11		
Non Merit-Reward (N=21 companies)	68.03	1.66	407.19	2.57	61.32	11.52
		0.35	393.03	4.17		

¹First entry is for first firing; second entry includes refiring.

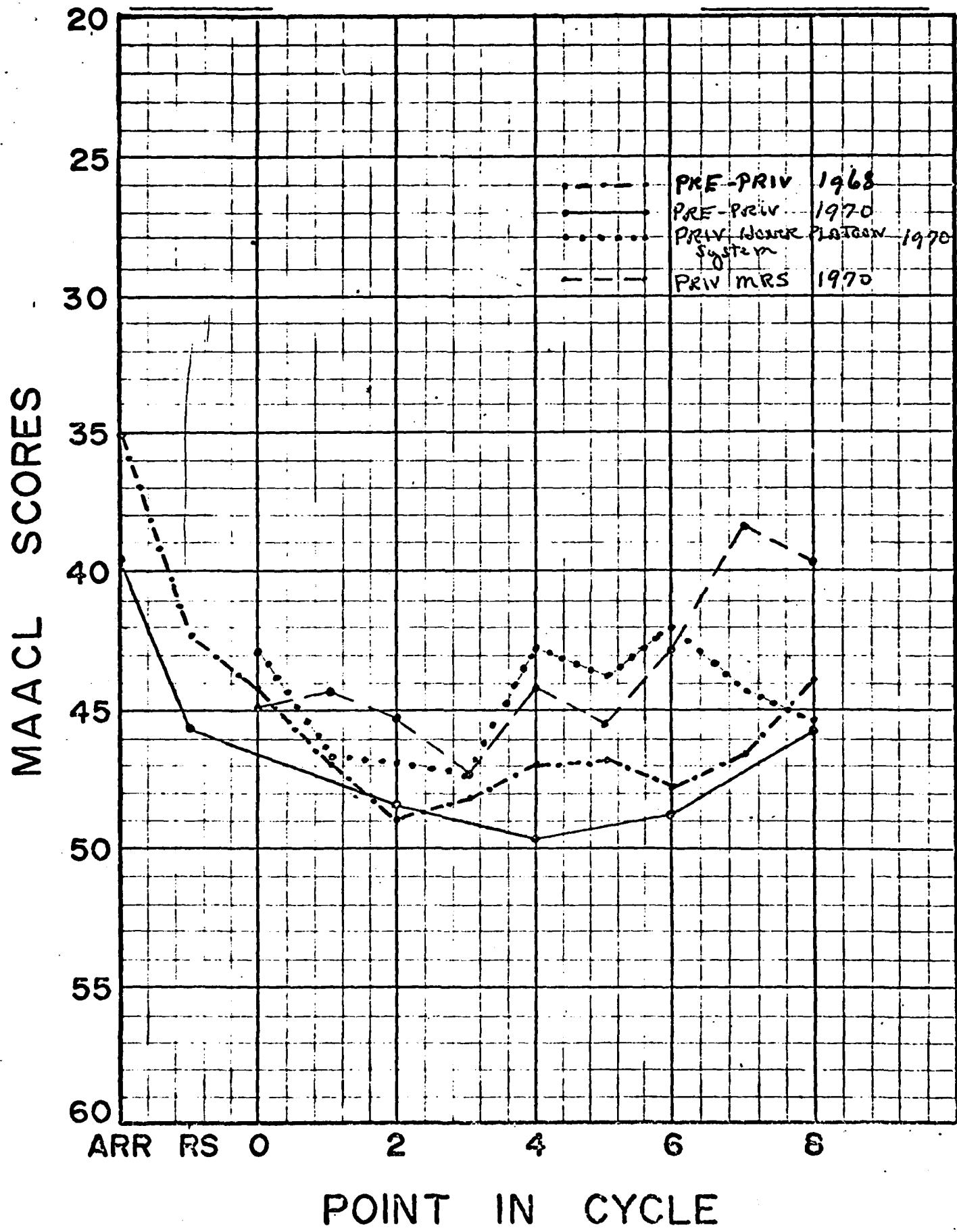
²First average and % failed are for tests given prior to 1 Jul 70 when 150-yard man-carry was part of PCPT. Second average and % failed are for tests given after 1 Jul 70, when the grenade throw replaced the 150-yard man-carry.

CONARC-DIRECTED TEST OF MRS: PERSONNEL LOSSES
(number per 100 trainees)

Type Company	AWOL	RECYCLE	CONFINEMENT	ART 15	CM
Merit-Reward (N=13 companies)	1.98	1.59	0.00	3.51	0.26
Non Merit-Reward (N=21 companies)	2.29	2.57	0.11	3.89	0.32

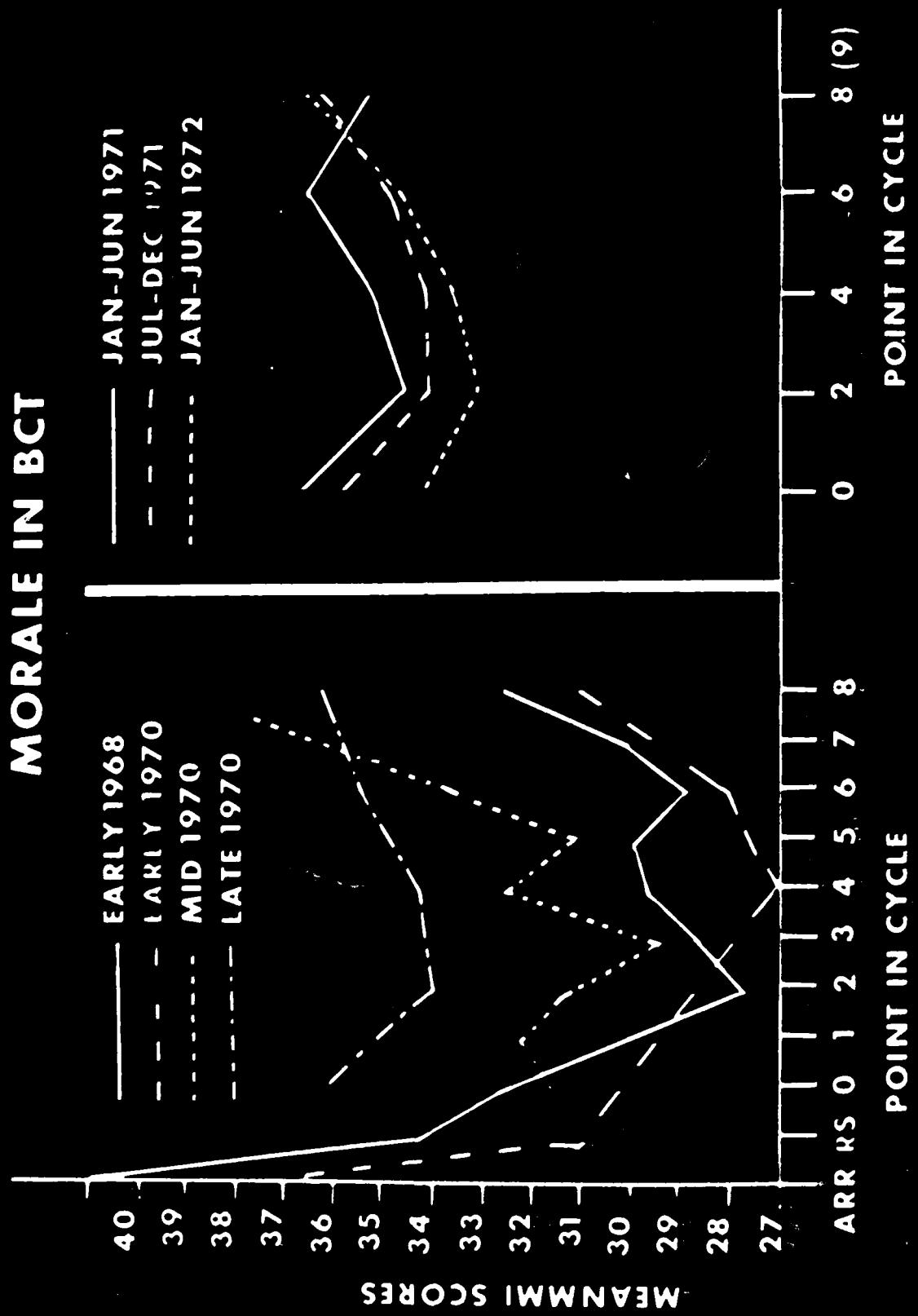
MORALE DATA

DATE - EXC E BEGIN



COMPANY EVALUATION INVENTORY (CEI) RESULTS

<u>Item No.</u>	<u>Item Content</u>	<u>MRS</u> <u>Avg. of 13 companies</u>	<u>NON-MRS</u> <u>Avg. of 5 companies</u>
1.	Little/no harassment	4.36	2.03
2.	Enough food	2.94	2.67
3.	Good food	3.32	3.52
4.	Recreation opportunity	3.80	2.26
5.	8 hours of sleep	3.63	2.05
6.	Dignity/respect paid trainee	2.83	1.37
7.	Good training/instruction	5.47	4.94
8.	Good morale in company	4.79	3.54
9.	Haircut choice	3.83	1.80
10.	Military courtesy/discipline	5.00	5.04
11.	BCT a worthwhile experience	5.33	4.25
12.	Trainees kept informed	4.61	3.47
13.	Dayroom made available	4.19	2.23
14.	Company leadership/administration	4.80	3.32
15.	Enough time for chow	3.42	2.87
	Average	4.16	3.02



TRAINEE MORALE AT FORT ORD: 1968 TO 1972

BCT TRAINEES
AIT TRAINEES

36
35
34
33
32
31
30
29
28
27

MEAN MMI SCORES

EARLY EARLY MID LATE JAN-JUN JUL-DEC JAN-JUN
1968 1970 1970 1970 1971 1971 1972

APPENDIX A

Fort Ord Regulation No. 600-4 Merit-Reward System

*USATC & Ft Ord Reg 600-4

HEADQUARTERS
UNITED STATES ARMY TRAINING CENTER, INFANTRY
AND
Fort Ord, California 93941

Regulation)
No 600-4)

30 June 1972

Personnel - General
MERIT-REWARD SYSTEM

1. Purpose:

- a. To establish a Merit-Reward System (MRS) and promulgate policies for its administration within companies undergoing Basic Combat Training (BCT).
- b. To establish procedures for trainee inspections and counselling in those training units not using the Merit-Reward System.

2. Policy:

- a. The MRS provides for the award of privileges and rank as incentives for soldierly conduct and performance in BCT. The award of merits and maintenance of associated records provides a means of recording achievements systematically, for informing the soldier of his status relative to goals, and for supervision by leaders and commanders at all echelons. The MRS is the only means by which weekend privileges may be awarded to BCT soldiers. The MRS is the primary means for selecting BCT soldiers for accelerated promotions.
- b. The trainee inspection and counselling procedures employed with the MRS and prescribed in this regulation are applicable to all training units not under the MRS, including AIT and CST companies, the Special Training Company, and the Leadership Preparation Course.

3. Responsibilities:

- a. The Director of Plans and Training (DPT) is responsible for the staff supervision of the MRS.
- b. Commanders of BCT units will administer the MRS in accordance with this regulation.
- c. Commanders of training units not under the MRS will institute the trainee inspection and counselling procedures employed with the MRS and prescribed in this regulation. These trainee inspection and

*This regulation supersedes Regulation 600-4, this headquarters, 5 Jan 72

30 June 1972

*USATC & Ft Ord Reg 600-4

counselling procedures will not be the sole basis for the allocation of pass privileges or promotions in these units.

4. Procedures:

a. The awarding of merits is accomplished by two fundamental assessment procedures: performance ratings and performance testing. Performance ratings form a stable merit base throughout the cycle by requiring unit cadre evaluation of each soldier's daily performance. Merits for achievement on performance tests of basic soldier skills receive increasing emphasis as the training cycle progresses.

(1) Performance Ratings. The performance of each soldier in barracks, ranks, and during training will be evaluated by the company cadre daily. Merits will be awarded to reflect the quality of performance rendered. (Annex A)

(2) Performance Tests. Performance tests are categorized as instructional or qualification. Soldiers will be awarded merits for performance in these tests, with major emphasis given to those which determine successful completion of BCT.

(a) Instructional Performance Tests are those which are administered as part of instructional blocks and which do not, by themselves, determine successful completion of BCT. (Annex B)

(b) Qualification Performance Tests determine success or failure in BCT. (Annex C)

(3) Administration. Barracks inspection checklists, morning inspection checklists, and platoon merit logs will be maintained in accordance with Annex D.

(4) Evaluation Period. Evaluation begins on Friday of fill week and terminates on Thursday of Week 8. The "evaluation week" runs from Friday morning until the completion of training on the following Thursday.

(5) Counselling. An essential aspect of the MRS is the personal counselling of trainees to guide them toward improved performance. By means of counselling, trainees are kept informed about their progress in training and, if appropriate, are informed of their shortcomings and given specific guidance for improvement. The award of merits to a trainee, or conversely, a trainee's failure to earn merits, provides a prime opportunity for a critique of the trainee's performance by a cadre member. Counselling periods will normally be brief, and may be

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USATC & Ft Ord Reg 600-4

performed either privately or while trainees are in ranks. Performance counselling will be accomplished as often as required; however, each trainee must be personally counselled on his performance by a cadre member at least once each week.

b. Units not under the MRS will follow the inspection and counselling procedures used by units under the MRS. A daily inspection of trainees and daily inspection of barracks will be conducted. Personal counselling of each trainee will be conducted at least once a week. The Daily Barracks Inspection Check List (Appendix 1, Annex D) and the Sample Check List for Morning Inspection (Appendix 2 to Annex D) may be used as a guide, or modified locally by non-MRS units.

5. Rewards: MRS rewards consist of weekend privileges and accelerated promotions.

a. Privileges will be awarded in accordance with Annex E. Brigades will monitor the assignment of weekly and cycle totals of merits available to the soldiers in each company each week.

b. Accelerated Promotions. Provision is made for promotion of fixed percentages of BCT soldiers, with a percentage remaining available to the BCT commander for promotion at his discretion, as provided by USATC & Fort Ord Regulation 624-1 and Annex F.

6. Accelerated Training: Soldiers selected for participation in the accelerated training Basic Combat Training Special Leader Preparation Program (SLPP) will continue to be evaluated under the MRS through their completion of BCT in Week 7. While at the Fort Ord Leadership Academy in Week 8, these soldiers will not be evaluated under the MRS.

7. Recycles: Each request for recycle, or for assignment to the Special Training Company, will include an entry indicating the percentage of total merits available that the soldier had earned to date. This percentage (proportion) figure will be used by the gaining unit to factor the number of merits the soldier will be assigned upon his entry into the gaining unit.

8. Informing the soldiers:

a. During fill week the company commander will brief the new soldiers on the rules and mechanics of the MRS. At this time each soldier will be issued a copy of the MRS Soldier Handbook.

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b. A copy of this regulation will be posted on each platoon bulletin board of every BCT company.
(DPT)

FOR THE COMMANDER:



JAMES C. FUKUHARA
LTC, AGC
Adjutant General

ANNEXES:

- A - Performance Ratings
- B - Instructional Performance Tests
- C - Qualification Performance Tests
- D - Administration
- E - Privileges
- F - Accelerated Promotions

DISTRIBUTION:

- A less CDCEC, DLI(WC)
- plus 25 - DPT
- 250 - 1st Bde
- 200 - 2d Bde
- 250 - 3d Bde
- 100 - 4th Bde

W. K. DIELEMAN
Colonel, INF
Chief of Staff

30 June 1972

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PERFORMANCE RATINGS

1. Barracks Inspection. Platoon barracks will be inspected daily. The same individual will perform all barracks inspections on any given day to insure consistent ratings. The results of each inspection will be entered on the Daily Barracks Inspection Checklist (Annex D), to include the names of soldiers with deficiencies in their individual areas. Copies of the completed checklist will be posted daily on platoon bulletin boards. On Thursday of each week the daily score will be averaged and merits awarded to individuals in accordance with the following scale:

<u>PLATOON AVERAGE</u>	<u>MERITS</u>
180 - 200	5
160 - 179	4
140 - 159	3
120 - 139	2
100 - 119	1
0 - 99	0

Each individual will be awarded a number of merits determined by his platoon's average less one for each day on which he had one or more deficiencies in his individual area. (NOTE: Demerits will not be awarded, and no individual may receive less than zero.)

2. Morning Inspection. The platoon sergeant will inspect each soldier in his platoon for personal appearance and completeness of uniform prior to the start of daily training, in accordance with the unit's published Morning Inspection Checklist. (See Annex D) Each soldier who passes the Morning Inspection will receive one merit.

3. Drill Instructor's Evaluation. Each platoon sergeant will observe the daily performance of his men and award each man zero, one or two merits as he deems appropriate. The company commander will provide guidance to the company drill sergeants on the specific criteria to be used in awarding DI Evaluation Merits. This will serve to insure the use of common standards in making DI evaluation ratings.

4. Soldier Absences. Soldiers on authorized absence are not, because of their absence, penalized on performance ratings. For example, a soldier reporting on sick call, or for an appointment, is eligible for consideration for all merits available that day for Morning Inspection, DI Evaluation, and Barracks Inspection. A soldier on authorized absence one or more full days is awarded merits equal to the number he

ANNEX A

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earned on the performance ratings for an equal period preceding the absence. A soldier on kitchen police is awarded merits on the Morning Inspection and DI Evaluation equal to those earned the previous day unless the mess steward indicates otherwise. No merits are awarded during unauthorized absences.

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INSTRUCTIONAL PERFORMANCE TESTS

1. Performance Tested Blocks of Instruction. Soldiers may earn merits by their performance in subject block performance tests as follows:

<u>Performance Tests</u>	<u>Merits</u>		
	<u>First Test</u>	<u>First Retest</u>	<u>Subsequent Retest</u>
a.. Drill & Ceremonies pds 2,3,4,5,6, & 8	1 ea	0	0
b. Rifle Maintenance (RM21)	3	2	0
c. Machinegun, M60	3	2	0
d. Grenade Launcher M203/79	2	1	0
e. LAW, M72A2	2	1	0
f. Claymore, M18A1	3	2	0
g. Individual Tactical Training	5	3	0
h. CBR	3	2	0
i. Guard Duty	2	1	0
j. Landmine Warfare	3	2	0
k. Field Hygiene & Sanitation	2	1	0
l. First Aid	4	2	0
m. Communications	4	2	0
n. Land Navigation	5	3	0

2. General Subjects Test. On the General Subjects Test soldiers will be awarded merits as follows:

GO ON

MERITS

ANNEX B

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<u>GO ON</u>	<u>MERITS</u>
All Stations	5
3 Stations	3
2 Stations	2
1 Station	1
0 Stations	0

3. Intermediate BPFT. Soldiers may earn merits for their performance on the intermediate BPFT in accordance with the scale below.

<u>SCORE</u>	<u>MERITS</u>
400-500	5
375-399	4
350-374	3
325-349	2
300-324	1
0-299	0

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QUALIFICATION PERFORMANCE TESTS

BCT soldiers may earn merits for their achievement in qualification performance tests in accordance with the tables below:

a. Final BPFT:

<u>SCORE</u>	<u>MERITS</u>
450-500	10
425-449	9
400-424	8
390-399	7
380-389	6
370-379	5
360-369	4
340-359	3
320-339	2
300-319	1
0-299	0

b. Basic Rifle Marksmanship:

(1) FR1 plus FR2 score (RM 13 and RM 16):

<u>SCORE</u>	<u>MERITS</u>
71-80	10
66-70	8
61-65	6
56-60	4
47-55	2
0-46	0

NOTE: If the soldier must refire RF2, no merits are earned.

(2) Night Record Fire (RM 24):

<u>SCORE</u>	<u>MERITS</u>
15-20	3
10-14	2
7-9	1
0-6	0

NOTE: If the soldier must refire, no merits are earned.

ANNEX C

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(3) M16A1 Rifle Qualification:

	<u>SCORE</u>	<u>MERITS</u>
Expert		3
Sharpshooter		2
Marksman		1
Unqualified		0

(4) Automatic Rifle Qualification (RM 21):

	<u>SCORE</u>	<u>MERITS</u>
Expert	27-32	3
Sharpshooter	23-26	2
Marksman	18-22	1
Unqualified	0-17	0

c. Hand Grenade Qualification:

	<u>SCORE</u>	<u>MERITS</u>
1st Class		5
2nd Class		3
Unqualified		0

d. Comprehensive Performance Test:

	<u>GO ON</u>	<u>MERITS</u>
First Test		10
First Retest		5
Second Retest		2
Any Subsequent Retest		0

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ADMINISTRATION

1. Inspection Checklists. Appropriate checklists for the Daily Barracks Inspection and the Morning Inspection in ranks will be prepared at brigade level and posted on each platoon bulletin board. Sample checklists are at Appendices 1 and 2. Brigades may modify these to suit local policies and conditions.
2. Platoon Merit Log. Merits awarded will be recorded daily and totaled weekly on the Platoon Merit Log, Ord Form 183-10, 26 May 1972 (Appendix 3). In recording privileges earned and privileges taken (last two columns of the Log), the following designations will be used:

A = On Post

B = Daytime

C = Overnight

D = Two-night

A copy of this log will be posted on the platoon bulletin board and updated daily at the close of training. (Blow-up charts may be used)

ANNEX D

PLATOON AREA (100 points)

Window ledges cleaned.....(4)
 Barracks/Bay door locked and secured....(9)
 Floor cleaned (5 pts per floor).....(10)
 Floor polished (5 pts per floor).....(10)
 Floor cleaned (two man rooms).....(3)
 Floor polished (two man rooms).....(3)
 Hall/Stairway cleaned.....(4)
 Hall/Stairway polished.....(4)
 Bulletin Board properly posted.....(5)
 Lights turned off.....(2)
 Platoon display uniform.....(10)
 Windows clean.....(5)
 Windows opened evenly.....(2)
 Utilities deficiencies reported.....(5)
 Deficiencies corrected.....(10)
 Neat vents, wall, partitions, etc clean..(4)
 Misc. (Butt cans, fire extinguishers, platoon arms rack/room secured and cleaned)....(10)
 REMARKS _____

LATRINE (58 points)

Floor cleaned.....(6)
 Wash basin/drains cleaned.....(5)
 Laundry tub/drain cleaned.....(2)
 Washer/dryer cleaned.....(3)
 Shower walls/ceiling cleaned.....(2)
 Shower floor cleaned.....(6)
 Urinals cleaned and free of stain.....(6)
 Commodes cleaned and free of stain.....(6)
 Trash cans emptied/cleaned.....(7)
 Fixtures polished.....(2)
 Toilet paper displayed.....(2)
 Mirror clean.....(2)
 Door clean.....(2)
 Ledges.....(2)
 Utilities deficiencies reported.....(5)

INDIVIDUAL DEFICIENCIES

- A. Dirty/unshined boots or shoes
- B. Unlaced boots or shoes
- C. Dusty bunk/locker
- D. Bunk not properly made
- E. Footgear not properly aligned
- F. Improper marking of footgear
- G. Improper field equipment display
- H. Improper display of towel
- I. Unauthorized display
- J. Unauthorized items in laundry bag
- K. Trash on foot/wall locker
- L. Blanket dirty/dusty
- M. Name tag missing
- N. Footlocker/wall locker unlocked

UTILITY CLOSET (21 points)

Utility area policed and cleaned.(3)
 No unauthorized items.....(3)
 Equipment properly displayed.....(3)
 Mops trimmed and properly stored.(3)
 Buffer properly stored and secured.....(9)

PLATOON POLICE AREA (21 points)

For each minor deficiency 3 points will be subtracted;
 For each major deficiency 7 points will be subtracted.

	<u>POINT TOTALS</u>	<u>MAX AVAIL</u>
Platoon Area	_____	(100)
Latrine	_____	(58)
Utility Closet	_____	(21)
Platoon Police Area	_____	(21)
TOTAL	_____	(200)

30 June 1972

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SAMPLE CHECK LIST FOR MORNING INSPECTION

1. Boots - Brush shine, no dirt or dust on tongues or on soles, laced correctly and properly rotated.
2. Uniform - Clean rough dry standards, trousers properly bloused and gig line aligned.
3. Poncho - Rolled one tent pin in length. One wrap of a shoestring on each end of the poncho with the loose end of the string against the body and not showing.
4. Canteen - Over the left hip pocket, clean and filled with water.
5. Bayonet and scabbard - Along the seam of the trousers on the left side with ring of bayonet to the front.
6. Pack - Centered on the back with loose ends rolled.
7. Ammunition pouches - On the front of the pistol belt, one on each side of a uniform distance from the buckle.
8. Cap - Clean and free of dirt, grease and extraneous marking.
9. Rifle - Clean and free of rust, dirt and carbon with a light coat of LSA as required.
10. Steel helmet - Free of rust, dirt and extraneous markings.
11. Field jacket - Clean and properly closed.
12. Unit markings - Name tape and US Army tape properly placed and legible.
13. Shave - Face will be clean shaven each day, mustaches are authorized.
14. Haircut - Hair must conform to authorized standards.

NOTE: All items may be inspected daily or the senior drill instructor may specify certain items (at least five) to be inspected in all platoons.

30 Jun 72

USATC & Ft Ord Reg 600-4

PLATOON MERIT LOG

Unit _____ Platoon _____
Week _____ Date _____

Available Merits	TOTAL, 60%	75%	90%
this week:			
this cycle:			

SAMPLE

**TOTAL
AVERAGE**

30 June 1972

USATC & Ft Ord Reg 600-4

PRIVILEGES

1. Definitions:

a. Post Privilege: Soldiers earning this privilege may be absent from their company area from the completion of training or other duties until 2300 on Friday and Saturday, and until no later than (NLT) 2130 on Sunday. Soldiers may not leave Fort Ord. This privilege is available from Friday of the second week of training through the third weekend, after which it is superseded by Daytime Pass.

b. Daytime Pass: Soldiers earning this pass may be absent from Fort Ord from the completion of training or other duties until 2300 on Friday and Saturday and until NLT 2130 on Sunday. This pass is available from Friday of the fourth week of training through the completion of BCT.

c. Overnight Pass: Soldiers earning this pass may be absent from Fort Ord from the completion of training or other duties on Friday until 2300 on Saturday, or from completion of training or other duties on Saturday until NLT 2130 on Sunday. Availability of this pass is as at 1b, above.

d. Two-night Pass: Soldiers earning this pass may be absent from Fort Ord from the completion of training or other duties on Friday until NLT 2130 Sunday. Availability of this privilege is per 1b, above.

2. Policies:

a. Exercise of all privileges is subject to the requirements of scheduled make up and remedial training, and extra-duty or rostered duty assignments.

b. The company commander may suspend any man's privilege for just cause.

c. Privileges may not be postponed. Any man prevented from exercising a privilege for any reason must earn his privilege again in a subsequent week.

d. When a Federal holiday causes a 3-day training holiday weekend, one day will be added to each of the privileges defined in paragraph 1, above.

(1) No overnight or two-night pass will exceed 72 hours on holiday weekends.

ANNEX E

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(2) All privileges will end NLT 2130 on the night prior to the scheduled resumption of training.

3. Merit requirements: BCT soldiers are awarded privileges on the basis of the percentage of available merits they have earned as follows:

<u>PRIVILEGE</u>	<u>MERITS REQUIRED</u>	
	<u>INITIAL PRIVILEGE</u>	<u>SUBSEQUENT PRIVILEGE</u>
A - Post Privilege	60% available to date	60% available for week
B - Daytime Pass	60% available to date	60% available for week
C - Overnight Pass	75% available to date or a previous Daytime Pass and 75% available for the week	75% available for week
D - Two-night Pass	90% available to date or a previous Over- night Pass and 90% available for the week	90% available for week

a. To derive the number of merits from the required percentages, the table at Appendix 1 will be used.

b. If an individual does not take a performance test or make up test during the scheduled week due to authorized absence, the merits required for the individual's pass will be based on the percentage of merits available for the week minus the merits possible for the test. In a subsequent week when the test is made up, the required merits will be based on a percentage of merits available for the week plus the merits possible for the test.

MERIT PERCENTAGE TABLE

<u>Merits Available</u>	<u>60%</u>	<u>75%</u>	<u>90%</u>
1	1	1	1
2	1	2	2
3	2	2	3
4	2	3	4
5	3	4	5
6	4	5	6
7	4	5	6
8	5	6	7
9	5	7	8
10	6	8	9
11	7	8	10
12	7	9	11
13	8	10	12
14	8	11	13
15	9	11	14
16	10	12	14
17	10	13	15
18	11	14	16
19	11	14	17
20	12	15	18
21	13	16	19
22	13	17	20
23	14	17	21
24	14	18	22
25	15	19	23
26	16	20	23
27	16	20	24
28	17	21	25
29	17	22	26
30	18	23	27
31	19	23	28
32	19	24	29
33	20	25	30
34	20	26	31
35	21	26	32
36	22	27	32
37	22	28	33
38	23	29	34
39	23	29	35
40	24	30	36
41	25	31	37
42	25	32	38
43	26	32	39
44	26	33	40
45	27	34	41
46	28	35	41
47	28	35	42
48	29	36	43
49	29	37	44
50	30	38	45
51	31	38	46
52	31	39	47
53	32	40	48
54	32	41	49
55	33	41	50
56	34	42	50
57	34	43	51
58	35	44	52
59	35	44	53
60	36	45	54
61	37	46	55

MERIT PERCENTAGE TABLE

<u>Merits Available</u>	<u>60%</u>	<u>75%</u>	<u>90%</u>
62	37	47	56
63	38	47	57
64	38	48	58
65	39	49	59
66	40	50	59
67	40	50	60
68	41	51	61
69	41	52	62
70	42	53	63
71	43	53	64
72	43	54	65
73	44	55	66
74	44	56	67
75	45	56	68
76	46	57	68
77	46	58	69
78	47	59	70
79	47	59	71
80	48	60	72
81	49	61	73
82	49	62	74
83	50	62	75
84	50	63	76
85	51	64	77
86	52	65	77
87	52	65	78
88	53	66	79
89	53	67	80
90	54	68	81
91	55	68	82
92	55	69	83
93	56	70	84
94	56	71	85
95	57	71	86
96	58	72	86
97	58	73	87
98	59	74	88
99	59	74	89
100	60	75	90
101	61	76	91
102	61	77	92
103	62	77	93
104	62	78	94
105	63	79	95
106	64	80	95
107	64	80	96
108	65	81	97
109	65	82	98
110	66	83	99
111	67	83	100
112	67	84	101
113	68	85	102
114	68	86	103
115	69	86	104
116	70	87	104

MERIT PERCENTAGE TABLE

<u>Merits Available</u>	<u>60%</u>	<u>75%</u>	<u>90%</u>
117	70	88	105
118	71	89	106
119	71	89	107
120	72	90	108
121	73	91	109
122	73	92	110
123	74	92	111
124	74	93	112
125	75	94	113
126	76	95	113
127	76	95	114
128	77	96	115
129	77	97	116
130	78	98	117
131	79	98	118
132	79	99	119
133	80	100	120
134	80	101	121
135	81	101	122
136	82	102	122
137	82	103	123
138	83	104	124
139	83	104	125
140	84	105	126
141	85	106	127
142	85	107	128
143	86	107	129
144	86	108	130
145	87	109	131
146	88	110	131
147	88	110	132
148	89	111	133
149	89	112	134
150	90	113	135
151	91	113	136
152	91	114	137
153	92	115	138
154	92	116	139
155	93	116	140
156	94	117	140
157	94	118	141
158	95	119	142
159	95	119	143
160	96	120	144
161	97	121	145
162	97	122	146
163	98	122	147
164	98	123	148
165	99	124	149
166	100	125	149
167	100	125	150
168	101	126	151
169	101	127	152
170	102	128	153
171	103	128	154
172	103	129	155
173	104	130	156
174	104	131	157

MERIT PERCENTAGE TABLE

<u>Merits Available</u>	<u>60%</u>	<u>75%</u>	<u>90%</u>
175	105	131	158
176	106	132	158
177	106	133	159
178	107	134	160
179	107	134	161
180	108	135	162
181	109	136	163
182	109	137	164
183	110	137	165
184	110	138	166
185	111	139	167
186	112	140	167
187	112	140	168
188	113	141	169
189	113	142	170
190	114	143	171
191	115	143	172
192	115	144	173
193	116	145	174
194	116	146	175
195	117	146	176
196	118	147	176
197	118	148	177
198	119	149	178
199	119	149	179
200	120	150	180
201	121	151	181
202	121	152	182
203	122	152	183
204	122	153	184
205	123	154	185
206	124	155	185
207	124	155	186
208	125	156	187
209	125	157	188
210	126	158	189
211	127	158	190
212	127	159	191
213	128	160	192
214	128	161	193
215	129	161	194
216	130	162	194
217	130	163	195
218	131	164	196
219	131	164	197
220	132	165	198
221	133	166	199
222	133	167	200
223	134	167	201
224	134	168	202
225	135	169	203
226	136	170	203
227	136	170	204
228	137	171	205
229	137	172	206

MERIT PERCENTAGE TABLE

Merits Available	60%	75%	90%
230	138	173	207
231	139	173	208
232	139	174	209
233	140	175	210
234	140	176	211
235	141	176	212
236	142	177	212
237	142	178	213
238	143	179	214
239	143	179	215
240	144	180	216
241	145	181	217
242	145	182	218
243	146	182	219
244	146	183	220
245	147	184	221
246	148	185	221
247	148	185	222
248	149	186	223
249	149	187	224
250	150	188	225
251	151	188	226
252	151	189	227
253	152	190	228
254	152	191	229
255	153	191	230
256	154	192	230
257	154	193	231
258	155	194	232
259	155	194	233
260	156	195	234
261	157	196	235
262	157	197	236
263	158	197	237
264	158	198	238
265	159	199	239
266	160	200	239
267	160	200	240
268	161	201	241
269	161	202	242
270	162	203	243
271	163	203	244
272	163	204	245
273	164	205	246
274	164	206	247
275	165	206	248
276	166	207	248
277	166	208	249
278	167	209	250
279	167	209	251
280	168	210	252
281	169	211	253
282	169	212	254
283	170	212	255
284	170	213	256
285	171	214	257

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BCT ACCELERATED PROMOTIONS

1. At the end of the BCT cycle of training the top 30% of the E-1 merit earners in each platoon will be considered for promotion to E-2. An additional 5% of the E-1's may be promoted at the commander's discretion. However, SLPP graduates will receive first consideration for accelerated promotion regardless of merit standings.
2. All E-2's with merit total exceeding the E-1 cut-off established at paragraph 1, above, will be considered for promotion to E-3. Time-in-grade requirements are according to the provisions of paragraph 1-20, AR 600-200.

APPENDIX B
Letter of Instruction Governing Unit Analysis Report



DEPARTMENT OF THE ARMY
HEADQUARTERS
UNITED STATES ARMY TRAINING CENTER, INFANTRY
AND
FORT ORD, CALIFORNIA, 93941

19 OCT 1970

AMNOR-CS

SUBJECT: Unit Analysis Report

SEE DISTRIBUTION

1. BACKGROUND:

- a. Performance test scores alone do not give commanders sufficient information on the functioning of BCT companies.
- b. In the absence of empirical data on other factors, performance test scores assume exaggerated importance as measures of the functioning of BCT companies.
- c. Empirical data on company administration, trainee attrition and trainee morale, together with data on performance, provide commanders with information which facilitates analysis of the functioning of BCT companies.

2. PURPOSE: The Unit Analysis Report (UAR) was developed to:

- a. Reduce reliance upon performance test scores as measures of how well BCT companies are accomplishing their mission.
- b. Provide commanders with empirical data on factors, in addition to performance test scores, which are indicators of a BCT company's accomplishment, i.e., administration, morale and attrition.
- c. Stimulate worthwhile inter-company competition based upon comprehensive performance as opposed to test scores only.
- d. Serve as means of identifying and a basis for rewarding outstanding achievement by cadre personnel.

AMNOR-CS

SUBJECT: Unit Analysis Report

3. Composition of the Unit Analysis Report: As shown by the table below, the UAR is composed of four elements, each valued at 100 points:

Unit Analysis Report (UAR)
Maximum Score: 400

<u>Element</u>	<u>Measurement</u>	<u>Max Score</u>	<u>% of Total</u>
Administration	Company Evaluation Inventory	100	25
Morale	Multiple Affect Adjective Check List	100	25
Attrition	Attrition Rate	100	25
Performance	BKM, PCPT, Graded Test	100	25

4. Computation of Unit Analysis Report Scores: The method of computing a BCT company's score on:

- a. Administration is explained at Inclosure 1
- b. Morale is explained at Inclosure 2
- c. Attrition is explained at Inclosure 3
- d. Performance is explained at Inclosure 4

5. RESPONSIBILITIES:

a. DPT

(1) Schedules, administers and arranges for scoring of the Company Evaluation Inventory (Inclosure 5) and the Multiple Affect Adjective Check List (Inclosure 6).

(2) Calculates and distributes to the Commanding General, Deputy Commanding General, and BCT Brigade Commanders the UAR scores of all BCT companies (see form at Inclosure 7).

b. BCT Brigade. By close of business each Tuesday, provides DPT with an end of cycle report for each BCT company which graduated during the preceding week. A sample report in the proper format is at Inclosure 8. Reports Control Symbol AMNOR-C-24 is assigned to this report.

AMNOR-CS

SUBJECT: Unit Analysis Report

6. Effective Date: This letter of instruction is effective for all BCT companies which begin training on or after 2 November 1970.

FOR THE COMMANDER:

8 Incl
as

DISTRIBUTION:

- 1 - Commanding General
- 1 - Deputy Commanding General
- 10 - Commanding Officer, First BCT Brigade
- 10 - Commanding Officer, Third BCT Brigade
- 5 - DPT

M. L. Washington
MARVA L. WASHINGTON
CPT, WAC
Acting Asst AG

METHOD FOR MEASURING AND CALCULATING UAR SCORES

ADMINISTRATION ELEMENT OF UAR

1. The efficiency of company administration is measured by the Company Evaluation Inventory (CEI), an inventory of 50 items rated on a 7-point scale by the trainees in the company upon termination of the training cycle -- on Thursday of Week 8. (The CEI is also administered at mid-cycle. The mid-cycle CEI is to provide information to the appropriate commanders and is not considered in computing the company's UAR score).

2. The inventory presently in use is at Inclosure 5.

3. An average rating for the inventory items of 3.50 will produce a UAR score of 0; an average rating of 6.50 on the inventory will produce a UAR score of 100. Intermediate average ratings are correspondingly ordered by a method of linear, monotonic transformation.

4. Specifically, the steps used in translating the company's average rating on the inventory into UAR points is as follows:

a. Sum the median values for all items in the inventory after the median values for the item reversals have been subtracted from 8.00.

b. Divide the sum in 4a by the total number of items to obtain the average rating. Round the average rating to two decimal places (e.g., 3.78).

c. Multiply the average rating obtained in 4b by 100 (e.g., $3.78 \times 100 = 378$).

d. Subtract 350 from the value obtained in 4c (e.g., $378 - 350 = 28$).

(Note: If the value obtained in 4c is 350, or less, the UAR points earned = 0).

e. Divide the value obtained in 4d by 3 (e.g., $28 \div 3 = 9.33$).

f. Round the value obtained in 4e to a whole number (e.g., $9.33 = 9$).

g. The result in 4f is the UAR score on the Administration element.

(Note: It is theoretically possible for the value in 4f to be slightly larger than 100. However, 100 points are the absolute maximum which may be credited to a unit for the administration element of the UAR).

Enclosure

MORALE ELEMENT OF UAR

1. Morale of the company is measured bi-weekly with the Multiple Affect Adjective Check List (MAACL -- see Incl 6) beginning with fill week. MAACL administrations will appear on the training schedule and will ordinarily be accomplished on Friday afternoons of Weeks Fill, 2, 4, 6, and 8. If the company is on bivouac on Friday afternoon, the MAACL will be administered on Saturday morning.
2. The MAACL is a list of 132 adjectives. Trainees select those adjectives which describe how they have felt "during the past week." The company receives an MAACL average score for each MAACL administration.
3. An average MAACL score for the cycle of 48.00 will produce a UAR score of 0; an average MAACL score of 38.00 will produce a UAR score of 100. Intermediate MAACL means are correspondingly ordered by a method of linear, monotonic transformation.

4. Specifically, the steps used in translating the company's average MAACL into UAR points is as follows:

- a. Sum company MAACL average scores on the bi-weekly measures.
- b. Divide the result in 4a by the number of occasions tested. The resultant mean is the MAACL average for the company. Round this value to two places beyond the decimal (e.g., 42.73).
- c. Multiply the value in 4b by 100 (e.g., $42.73 \times 100 = 4273$).
- d. Subtract the value in 4c from 4800 (e.g., $4800 - 4273 = 527$).

(Note: If the value obtained in 4c is 4800 or greater the UAR points earned = 0).

- e. Divide the value obtained in 4d by 10 (e.g., $527 \div 10 = 52.7$).
- f. Round the value obtained in 4e to a whole number (e.g., $52.7 = 53$).
- g. The result in 4f is the UAR score on the Morale element.

(Note: It is theoretically possible for the value in 4f to be larger than 100. However, 100 points are the absolute maximum which may be credited to a unit for the Morale element of the UAR).

SAC 2

ATTRITION ELEMENT OF UAR

1. Attrition is classified into two categories of personnel loss: "uncontrollable/unchargeable" losses and "controllable/chargeable" losses.
2. The following kinds of personnel loss are classified as uncontrollable/unchargeable:
 - a. Medical separation (other than non-EPTS training incurred injury).
 - b. Administrative separation for civil record prior to entry on active duty.
 - c. Administrative separation for hardship, minority, dependency, erroneous induction, or fraudulent entry.
 - d. Administrative separation UP AR 635-212.
 - e. 1-O or 1-A-O personnel actions.
 - f. "Hold" status at termination of cycle for 2a, 2b, 2c, 2d, or 2e, above, or in hospital.
 - g. Recycle drop due to:
 - (1) Hospitalization (other than due to training incurred injury).
 - (2) Emergency leave
 - (3) Placement in Special Training Company
 - (4) Inverted training requirement
 - h. Other reasons clearly beyond the control of the unit.
3. The following kinds of personnel loss are classified as controllable/chargeable:
 - a. Medical separation due to non-EPTS injury incurred as a result of training.
 - b. Administrative separation for civil court conviction while on active duty.
 - c. AWOL at the time cycle terminates.
 - d. DFR.
 - e. "Hold" status at termination of cycle for the following reasons: 3a or 3b, above, CM pending, confinement status.
 - f. Recycle drop due to:

Sheet 3'

(1) AWOL

(2) Training incurred injury

(3) Faulty achievement in training, e.g., failure on BRM, PCPT, or Graded Test.

(4) Confinement

g. Went AWOL after graduation, before shipping.

h. Other reasons clearly within the responsibility and accountability of the unit.

4. A chargeable attrition percentage of 5.0% will produce a UAR score of 0; a chargeable attrition percentage of 0.0% will produce a UAR score of 100. Intermediate attrition percentages are correspondingly ordered by a method of linear, monotonic transformation.

5. Specifically, the steps used in translating the chargeable attrition percentage into UAR points is as follows:

a. Original fill _____

b. Gains _____

c. Base strength ($a + b$) _____

d. Unchargeable losses _____

e. Chargeable company strength ($c - d$) _____

f. Chargeable losses _____

g. Graduating and shipping _____

(Note: e must = $f + g$)

h. Total attrition: $\left(\frac{d + f}{c} \right) \times 100$ _____

i. Unchargeable attrition: $(d \div c) \times 100$ _____

j. Chargeable attrition: $(f \div c) \times 100$; round to two places beyond decimal. _____

Note: $(h = i + j)$

k. Multiply result in $j \times 20$ _____

l. UAP Attrition points $(100 - k)$ _____

6. Attrition is reported by the unit in the End of Cycle Personnel Status Report (see Incl 8).

Q. C 3²

PERFORMANCE ELEMENT OF UAR

1. BRM is allocated a maximum of 30 UAR points. A company BRM score of 60.00 will produce a UAR score of 0; a company BRM score of 74.00 will produce a UAR score of 30. Intermediate BRM scores are correspondingly ordered by a method of linear, monotonic transformation. UAR scores are further adjusted by the percentage of bolos. Specifically, the steps used in translating the company's BRM performance into UAR points is as follows:

- a. Calculate company BRM average score. Round to two places beyond the decimal.
- b. Multiply result in 1a times 100.
- c. Subtract 6000 from the result in 1b.
- d. Divide the result in 1c by 14. Round to two places beyond the decimal.
- e. Multiply the result in 1d times .3. Round to two places beyond the decimal.
- f. Calculate the percentage of bolos by dividing the number of bolos by the number of trainees firing. Round the percentage to two places beyond the decimal, and subtract this from the result obtained in 1e.
- g. Round the result in 1f to an integer value; this is the UAR score on BRM.

(Note: Maximum of 30 UAR points allowable. Also, a minus result in 1c above = 0 UAR points).

2. PCPT is allocated a maximum of 35 UAR points. An adjusted company PCPT score of 350.00 will produce a UAR score of 0; an adjusted company PCPT score of 410.00 will produce a UAR score of 35. Intermediate PCPT scores are correspondingly ordered by a method of linear, monotonic transformation. PCPT scores are adjusted by the percentage of trainees taking the test. UAR scores are adjusted by the percentage of failures. Specifically, the steps used in translating the company's PCPT performance into UAR points is as follows:

- a. Calculate company PCPT average score.
- b. Divide the number of trainees taking the PCPT (include make-ups) by the chargeable company strength.
- c. Multiply the result in 2a times the result in 2b. Round to two places beyond the decimal. This is the adjusted PCPT average score.
- d. Multiply the result in 2c times 100.
- e. Subtract 35,000 from the result in 2d.

- f. Divide the result in 2e by 60. Round to two places beyond the decimal.
- g. Multiply the result in 2f by .35. Round to two places beyond the decimal.
- h. Calculate the percentage of failure by dividing the number of failures by the number of trainees taking the PCPT. Round the percentage to two places beyond the decimal and subtract from the result obtained in 2g, above.
- i. Round the result in 2h to an integer value; this is the UAR score on PCPT.

(Note: Maximum of 35 UAR points allowable. Also, a minus result in 2e = 0 UAR points).

3. The Graded Test is allocated a maximum of 35 UAR points. An adjusted company Graded Test score of 54.00 will produce a UAR score of 0; an adjusted Company Graded Test score of 64.00 will produce a UAR score of 35. Intermediate Graded Test scores are correspondingly ordered by a method of linear, monotonic transformation. Graded Test scores are adjusted by the percentage of trainees taking the test. UAR scores are adjusted by the percentage of failures. Specifically, the steps used in translating the company's Graded Test performance into UAR points is as follows:

- a. Calculate company Graded Test average score.
- b. Divide the number of trainees taking the Graded Test (include make-ups) by the chargeable company strength.
- c. Multiply the result in 3a times the result in 3b. Round to two places beyond the decimal. This is the adjusted Graded Test score.
- d. Multiply the result in 3c times 100.
- e. Subtract 5400 from the result in 3d.
- f. Divide the result in 3e by 10. Round to two places beyond the decimal.
- g. Multiply the result in 3f by .35. Round to two places beyond the decimal.
- h. Calculate the percentage of failure by dividing the number of failures by the number of trainees taking the Graded Test. Round the percentage to two places beyond the decimal and subtract from the result obtained in 3g.
- i. Round the result in 3h to an integer value; this is the UAR score on Graded Test.

(Note: Maximum of 35 UAR points allowable. Also, a minus result in 3e = 0 UAR points).

COMPANY EVALUATION INVENTORY

You are requested to rate your company on how well it managed and conducted your basic training. In providing this evaluation of your company, it is not necessary for you to identify yourself by name. However, you are requested to do an accurate and conscientious job in making your ratings, since the information you provide is used by the Fort Ord Directorate of Plans and Training in the monitoring of basic training.

The Inventory is divided into three parts:

- Part I: Merit-Reward System Administration
- Part II: General Administration and Policy
- Part III: Trainee Attitude

There are a total of 50 statements in the Inventory. With each statement you may agree, disagree, or be undecided. If you agree with the statement, you are to indicate whether you agree strongly, moderately, or slightly; if you disagree with the statement, you are to indicate whether you disagree strongly, moderately, or slightly. Use the following scale of numerals in making your agree-disagree ratings.

- 1 = Disagree strongly
- 2 = Disagree moderately
- 3 = Disagree slightly
- 4 = Undecided (neither agree nor disagree)
- 5 = Agree slightly
- 6 = Agree moderately
- 7 = Agree strongly

You are to indicate your agreement or disagreement with each statement by encircling one numeral for each item. Use your answer sheet to record your ratings. MAKE NO MARKS ON THIS INVENTORY BOOKLET.

Before you begin, record today's date, your unit, and your platoon number on the answer sheet in the designated places. Be certain that the item you are rating on the answer sheet corresponds with the item you are reading in the Inventory. Be sure to read each item carefully so that the rating you assign is what you intend.

Attached to the answer sheet is a page for your written comments, with a place for the date, your unit, and your platoon number.

There is no time limit. Do not omit any items. Try to do the most accurate job possible in rating your company (Parts I and II) and in rating your attitude (Part III). BEGIN.

Part I: MERIT-REWARD SYSTEM ADMINISTRATION

1. Trainees liked the Merit-Reward System as it operated in this company.
2. The "rules" and "agreements" of the Merit-Reward System were observed by the cadre.
3. Trainees did not understand what was required of them to earn merits.
4. Each trainee's merit earnings were accurately recorded and made known to the trainee on a day-by-day basis.
5. Privileges did become available as promised.
6. How well the trainee performed, and how good a soldier he was, did in fact determine how many merits he received.
7. The weekly merit-earning schedule made clear to the trainees on exactly what training activities merits could be earned.
8. Detail rosters for weekend duties were published in advance, thus permitting the trainee to plan a week ahead.
9. Trainees never had a very good idea of how many merits they had.
10. The cadre worked hard at trying to follow common, uniform standards in assigning merits.
11. Whenever there was a change in the week's merit-earning schedule or in the week's privilege availability, the trainees were informed in advance.
12. Merits were recorded soon after they were earned.
13. When a trainee failed to receive a merit on the Morning Inspection or on the Daily DI Evaluation, he was told what was wrong and how he must improve.
14. Weekend privileges were in fact based upon merit-earnings.
15. Merits awarded for platoon averages caused trainees to help each other, thus developing teamwork.
16. It was quite clear that the cadre had respect for the Merit-Reward System as a means of rewarding proper behavior and good performance in the trainee.
17. When a trainee with sufficient merits had his weekend privilege withheld, the Drill Sergeant had a good reason for doing so.
18. Weekend privileges were frequently given to trainees without respect to their merit-earnings.
19. Frequently the Drill Sergeant would tell the trainee when he (the trainee) did an exceptionally good job at something.
20. Trainees were selected for promotion according to the "upper-35% rule" of merit earners.

Part II: GENERAL ADMINISTRATION AND POLICY

21. There was a lot of harassment of trainees in this company.
22. The Trainee Council was an effective means of communication between the Company Commander and his men.
23. Trainees always received a complete meal.
24. The dayroom was not regularly available to the trainees for recreation and relaxation.
25. The training and instruction received were good.
26. The cadre were generally understanding of the needs and problems of the men.
27. It was usually possible to get eight hours of sleep a night.
28. Trainees were unnecessarily rushed through chow.
29. The Drill Sergeants seemed to really care about how much the trainees learned and how well the trainees performed.
30. Military courtesy and discipline met high standards in this company.
31. The plumbing and heating equipment in the barracks were kept in good working order.
32. The food was well prepared and was appetizing.
33. Orderly room personnel readily assisted trainees with legitimate problems.
34. There was not enough physical training and physical conditioning.
35. The company commander really looked after the welfare of his men.
36. Trainees were treated as men.
37. Trainees were teased and harassed about going on sick call.
38. Trainees were able to select their choice of the authorized hair-cut styles.
39. The company encouraged participation in informal athletics and recreation.
40. Company officers and cadre did a good job of keeping trainees informed about training events and policies.

Part III: TRAINEE ATTITUDE

41. To me, basic training was a worthwhile experience.
42. My morale was high during most of the cycle.
43. I have a better opinion of the Army now than when I first arrived at Fort Ord.
44. I wish now that I were in one of the other Armed Services instead of the Army.
45. Because of basic training, I have developed more confidence and self-respect.
46. My basic training experience increases the chances that I will re-enlist.
47. Basic training caused me to feel discouraged about our nation's Army and the people in it.
48. I have learned lots of new things from basic training that will be of help to me later on.
49. I feel lucky to have been assigned to this particular company for basic training.
50. Basic training has taken more away from me than it has given to me.

DO NOT MAKE ANY MARKS IN THIS BOOKLET

ANSWER SHEET

Date _____

Unit _____

Platoon _____

Week of
Training _____Company Evaluation Inventory

Item #	Disagree							Agree							Item #	Disagree							Agree							
	Strongly	Moderately	Slightly	Undecided	Slightly	Moderately	Strongly	Strongly	Moderately	Slightly	Undecided	Slightly	Moderately	Strongly		Strongly	Moderately	Slightly	Undecided	Slightly	Moderately	Strongly	Strongly	Moderately	Slightly	Undecided	Slightly	Moderately	Strongly	
Part I:	1.	1	2	3	4	5	6	7							26.	1	2	3	4	5	6	7								
	2.	1	2	3	4	5	6	7							27.	1	2	3	4	5	6	7								
	3.	1	2	3	4	5	6	7							28.	1	2	3	4	5	6	7								
	4.	1	2	3	4	5	6	7							29.	1	2	3	4	5	6	7								
	5.	1	2	3	4	5	6	7							30.	1	2	3	4	5	6	7								
	6.	1	2	3	4	5	6	7							31.	1	2	3	4	5	6	7								
	7.	1	2	3	4	5	6	7							32.	1	2	3	4	5	6	7								
	8.	1	2	3	4	5	6	7							33.	1	2	3	4	5	6	7								
	9.	1	2	3	4	5	6	7							34.	1	2	3	4	5	6	7								
	10.	1	2	3	4	5	6	7							35.	1	2	3	4	5	6	7								
	11.	1	2	3	4	5	6	7							36.	1	2	3	4	5	6	7								
	12.	1	2	3	4	5	6	7							37.	1	2	3	4	5	6	7								
	13.	1	2	3	4	5	6	7							38.	1	2	3	4	5	6	7								
	14.	1	2	3	4	5	6	7							39.	1	2	3	4	5	6	7								
	15.	1	2	3	4	5	6	7							40.	1	2	3	4	5	6	7								
	16.	1	2	3	4	5	6	7							Part III:	41.	1	2	3	4	5	6	7							
	17.	1	2	3	4	5	6	7							42.	1	2	3	4	5	6	7								
	18.	1	2	3	4	5	6	7							43.	1	2	3	4	5	6	7								
	19.	1	2	3	4	5	6	7							44.	1	2	3	4	5	6	7								
	20.	1	2	3	4	5	6	7							45.	1	2	3	4	5	6	7								
	21.	2	3	4	5	6	7								46.	2	3	4	5	6	7									
	22.	2	3	4	5	6	7								47.	1	2	3	4	5	6	7								
	23.	2	3	4	5	6	7								48.	1	2	3	4	5	6	7								
	24.	2	3	4	5	6	7								49.	1	2	3	4	5	6	7								
	25.	2	3	4	5	6	7								50.	1	2	3	4	5	6	7								

SAMPLE

WRITTEN COMMENTS

Date _____ Unit _____ Platoon _____ Week of Training _____

The Fort Ord Directorate of Plans and Training is interested in your comments on basic training. Of particular interest is your opinion and critique of the Merit-Reward System. Welcome, in addition, are constructive comments on basic training in general and your company in particular.

SAMPLE

MULTIPLE AFFECT

ADJECTIVE

CHECK LIST

**BY MARVIN ZUCKERMAN
AND
BERNARD LUBIN**

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DIRECTIONS: On this sheet you will find words which describe different kinds of moods and feelings. Blacken in the space beside the words which describe your feelings.

DURING THE PAST WEEK

Some of the words may sound alike, but we want you to mark all the words that describe your feelings.
Work rapidly.

- BE SURE TO USE A #2 PENCIL
- DO NOT USE A BALL POINT PEN OR INK
- KEEP YOUR ANSWER SHEET CLEAN
- DO NOT MAKE STRAY MARKS
- ERASE ERRORS COMPLETELY

1	ACTIVE	34	DEVOTED	67	INTERESTED	100	SATISFIED
2	ADVENTUROUS	35	DISAGREEABLE	68	IRRITATED	101	SECURE
3	AFFECTIONATE	36	DISCONTENTED	69	JEALOUS	102	SHAKY
4	AFRAID	37	DISCOURAGED	70	JOYFUL	103	SHY
5	AGITATED	38	DISGUSTED	71	KINDLY	104	SOOTHED
6	AGREEABLE	39	DISPLEASED	72	LONELY	105	STEADY
7	AGGRESSIVE	40	ENERGETIC	73	LOST	106	STUBBORN
8	ALIVE	41	ENRAGED	74	LOVING	107	STORMY
9	ALONE	42	ENTHUSIASTIC	75	LOW	108	STRONG
10	AMIABLE	43	FEARFUL	76	LUCKY	109	SUFFERING
11	AMUSED	44	FINE	77	MAD	110	SULLEN
12	ANGRY	45	FIT	78	MEAN	111	SUNK
13	ANNNOYED	46	FORLORN	79	MEEK	112	SYMPATHETIC
14	AWFUL	47	FRANK	80	MERRY	113	TAME
15	BASHFUL	48	FREE	81	MILD	114	TENDER
16	BITTER	49	FRIENDLY	82	MISERABLE	115	TENSE
17	BLUE	50	FRIGHTENED	83	NERVOUS	116	TERrible
18	BORED	51	FURIOUS	84	OBLIGING	117	TERRIFIED
19	CALM	52	GAY	85	OFFENDED	118	THOUGHTFUL
20	CAUTIOUS	53	GENTLE	86	OUTRAGED	119	TIMID
21	CHEERFUL	54	GLAD	87	PANICKY	120	TORMENTED
22	CLEAN	55	GOOMY	88	PATIENT	121	UNDERSTANDING
23	COMPLAINING	56	GOOD	89	PEACEFUL	122	UNHAPPY
24	CONTENTED	57	GOOD-NATURED	90	PLEASED	123	UNSOCIABLE
25	CONTRARY	58	GRIM	91	PLEASANT	124	UPSET
26	COOL	59	HAPPY	92	POLITE	125	VEKED
27	COOPERATIVE	60	HEALTHY	93	POWERFUL	126	WARM
28	Critical	61	HOPELESS	94	QUIET	127	WHOLE
29	CROSS	62	HOSTILE	95	RECKLESS	128	WILD
30	CRUEL	63	IMPATIENT	96	REJECTED	129	WILLFUL
31	CARING	64	INCENSED	97	ROUGH	130	WILTED
32	DESPERATE	65	INDIGNANT	98	SAD	131	WORRYING
33	DESTROYED	66	INSPIRED	99	SAFE	132	YOUNG

ADMINISTRATION	
IDENTIFICATION NUMBER	
1	0
2	0
3	0
4	0
5	0
6	0
7	0
8	0

UAR Sheet

Unit _____ Cycle beginning _____, ending _____.

1. ADMINISTRATION:

a. Average rating on end-of-cycle Company Evaluation Inventory = _____.____

$$\text{Formula: } \frac{(a \times 100) - 350}{3} = \boxed{} \quad \text{UAR Admin}$$

2. MORALE:

Week	MAACL Score
0	_____
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____

a. MAACL Cycle Average _____

$$\text{Formula: } \frac{4800 - (a \times 100)}{10} = \boxed{} \quad \text{UAR Morale}$$

3. ATTRITION:

	<u>Trainee Losses</u>	
<u>Unchargeable</u>		<u>Chargeable</u>
Medical Separation (except non-EPTS training injury)	_____	Medical Separation due to non-EPTS training injury
Admin Separation or "Hold"	_____	Admin Separation or "Hold"
AR 635-212	_____	Civil record after EAD
Hardship, Minority, Depen'cy	_____	CM
Erroneous induction	_____	Confinement
Fraudulent entry	_____	Recycle Drop
Civil record prior to EAD	_____	Training injury
1-O or 1-A-0	_____	Confinement
Recycle Drop	_____	AWOL
Hospitalization (except training injury)	_____	Training failure
Emergency leave	_____	Absenteeism
Special Training Company	_____	DFR
Inverted Training	_____	AWOL at end of cycle
Other:	_____	AWOL after graduation
		Others: _____

Total Unchargeable Loss _____

Total Chargeable Loss _____

Hq Ord Form 183-3 (Test) Previous editions are obsolete.
1 Oct 70 (Revised)

SAMPLE

Unit _____ Cycle ending _____

3. ATTRITION (con't):

- a. Number unchargeable losses
- b. Number chargeable losses
- c. Total losses (a + b)
- d. Original fill
- e. Gains
- f. Base strength (d + e)
- g. Chargeable company strength (f - a)
- h. Graduating and shipping (f - c)
- i. % total attrition ($c \div f$) x 100
- j. % unchargeable attrition ($a \div f$) x 100
- k. % chargeable attrition ($b \div f$) x 100

Formula: $100 - (k \times 20) =$ UAR Attr'n

4. PERFORMANCE:

BRM:

- a. Company BRM score
- b. Number of trainees firing
- c. Number of bolas
- d. % failure ($c \div b$) x 100

Formula: $.3 \left[\frac{(a \times 100) - 6000}{14} \right] - d = \underline{\hspace{2cm}}$ UAR BRM

PCPT: a. Company PCPT score
b. Number trainees taking PCPT
c. Chargeable company strength (3g, above)
d. Proportion taking PCPT ($b \div c$)
e. Adjusted PCPT score ($d \times a$)
f. Number of failures
g. % failure ($f \div b$) $\times 100$

Formula: .35 $\left[\frac{(\text{e} \times 100) - 35,000}{60} \right] - g =$ _____ UAR PCPT

Graded

Test: a. Company Graded Test score
b. Number trainees taking Graded Test
c. Chargeable company strength (3g, above)
d. Proportion taking Graded Test ($b \div c$)
e. Adjusted Graded Test score ($d \times a$)
f. Number of failures
g. % failure ($f \div b$) $\times 100$

Formula: $.35 \left[\frac{(e \times 100) - 5400}{10} \right] - g =$ _____ UAR GT

**UAR Perform
Sub-total**

UAR TOTAL

DISPOSITION FORM

(AR 340-15)

REFERENCE OR OFFICE SYMBOL	SUBJECT		
	End of Cycle Personnel Status Report, Reports Control Symbol AMNOR-C-24		

THRU:	<u>Bn,</u>	<u>BCT Bde</u>	FROM	<u>CO, Co</u>	<u>Bn</u>	DATE	CMT 1
TO:	<u>BCT Bde</u>						
	CG, USATC Inf & Ft Ord						
	ATTN:	DPT					

1. Unit reporting: _____ Date graduated _____.

2. Personnel Status:

- a. Original fill _____
- b. Gains during cycle _____
- c. Base strength (a + b) _____
- d. Graduated and shipped _____
- e. Attrition (c - d) _____

3. Promotion Status:

- a. Number eligible for promotion to E-2 (top 35% of E-1 graduates) _____
- b. Number of merits required for consideration for promotion _____
- c. Number promoted to E-2 _____
- d. Number of E-2's with required merits _____
- e. Number promoted to E-3 _____
- f. Number recommended for future promotion _____

4. List all attrition in 2e, above, by name with a detailed explanation of why the individual did not graduate. Medical separations and hospitalizations are chargeable losses if the explanation does not indicate that the cause was other than a training incurred injury.

SAMPLE

S A M P L E

The following is an example of the information to be reported in paragraph 4 of the End of Cycle Personnel Status Report.

4. List all attrition in 2e, above, by name with a detailed explanation of why the individual did not graduate. Medical separations and hospitalizations are chargeable losses if the explanation does not indicate that the cause was other than a training incurred injury.

a. Doe, John J.	AWOL after graduation and prior to shipment.
b. Smith, Robert A.	Recycle due to HRM failure.
c. Jones, James J.	Recycle due to hospitalization for broken ankle sustained during physical training.
d. Adams, Alfred F.	Hold status at end of cycle due to CM pending.
e. Baker, Fred B.	Administrative separation for hardship.
f. Goodman, Billy J.	Recycle due to hospitalisation for injuries sustained in automobile accident while on pass.
g. Roberts, Arthur A.	Recycle due to emergency leave.
h. Johnson, David M.	Medical separation due to trick knee, EPTS.
i. May, Mark M.	Hold due to failure of 2 stations on Graded Test.